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UNIVERSITY OF ALBERTA

SEXUAL HARASSMENT: A HANDBOOK FOR ORGANIZATIONS

BY

ANITA MCGREGOR

A thesis submitted to the Faculty of Graduate Studies and Research in partial fulfillment of the requirements for the degree of MASTERS OF EDUCATION

©

IN

COUNSELLING PSYCHOLOGY

DEPARTMENT OF EDUCATIONAL PSYCHOLOGY

EDMONTON, ALBERTA

SPRING 1993

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FACULTY OF GRADUATE STUDIES AND RESEARCH

The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies and Research for acceptance, a thesis entitled SEXUAL HARASSMENT - A HANDBOOK FOR ORGANIZATIONS submitted by ANITA L. MCGREGOR in partial fulfillment of the requirements for the degree of MASTERS OF EDUCATION in COUNSELLING PSYCHOLOGY.

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April 5, 1993

For my dad

ABSTRACT

A review of the literature reveals that sexual harassment is a common phenomenon in most work environments. Like other offenses that involve the abuse of power (e.g., sexual abuse or sexual assault), the trauma and damage suffered is twofold - the actual sexually harassing situations, and the re-victimization by the very organizations that are supposed to protect individuals. Research also reveals that the damage is not limited to the survivors of sexual harassment, but clearly indicates that organizations also bear the cost of sexual harassment - through absenteeism, lowered productivity, increased stress, employee turnover, and law suit costs. Using both the literature and responses from a qualitative study of survivors of sexual harassment, a handbook was created to assist organizations in the development of effective sexual harassment policies and investigative procedures. This thesis will be of interest to those individuals who desire information on sexual harassment - from the technical side (definitions, incidence rates, policy and investigative procedures) to the experiential side (thematic analysis of the "voices" of the survivors) of sexual harassment.

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The writing of this thesis was a long process. It ways it was difficult to finish because it seems as though it had become part of my life. During it's development, I saw the birth of my two sons, and the death of my father and my husband's grandmother. If not for the emotional support of my extended family I would not have completed this thesis. I would especially like to thank Grandma Lyla, Gamma and Poppa, and Aunt Vera for countless hours of babysitting so that I could have some uninterrupted time to write. And most of all I'd like to thank my husband, Emmett, for his gentle love and encouragement. He always knew I'd finish this, even if sometimes I didn't believe.

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I. INTRODUCTION

As the number of working women in Canada has increased, so too has the myriad of concerns that face them. Since World War II a dramatic rise in the number of female workers has made it increasingly apparent that the presence of women in the workforce is not simply a whim, it is an economic reality. No longer (if ever this was the case) are women merely working for 'pin money'. In 1980, approximately one half of the two parent families studied by the Status of Women Commission considered the woman's income essential. Further, 62 per cent of the female-led single-parent families had a total revenue of less than $10,000 per annum (and over 50 per cent of women in general fell below the poverty line). In 1982, the Commission found that well over 50 per cent of the women ranging in age from 20-50 years old worked, but that most were employed in low paying, low status positions with little autonomy, opportunity for growth or job protection (Dwyer, 1985). Statistics Canada found that in 1987 the majority of female employees were concentrated in clerical, sales and service sectors, and specifically that these three occupations combined accounted for 57 per cent of all female paid employment, compared to 25 per cent of all male employment (Statistics Canada, 1989). In addition to the unequal employment and educational opportunities that exist for women, traditional thinking usually necessitates the acquisition of a two career lifestyle that includes both work and family responsibilities. (Hamilton, Alagna, King & Lloyd, 1987; Women's Bureau, 1984). Women, despite reductions in domestic and child rearing tasks, still average a 50 hour work week (Canadian Advisory Council on the Status of Women, 1987). Compounding this dismal picture, discrimination, such as the phenomenon of sexual harassment, is fed by the numerous myths and fallacies that surround the competence of women to perform tasks or their 'fitness' for duty.

Recent current events have focussed an uncomfortable spotlight on interpersonal interchanges in the organizational environment. The Hill-Thomas 'affair' has sparked fierce debate both on the definition and the procedures for managing complaints of power and gender bias in the workplace. In the past decade both private and public sector efforts have been directed toward improving the status of women in the workplace. Some individuals have even posited that problems like sexual harassment do not exist. Morgensen (1989) in the business publication of Forbes Magazine indicated that counsellors who specialized in dealing with issues like sexual harassment had drummed up the entire issue in order to create business opportunities (Riger, 1991). Others (e.g., Benodraityus cited in Hamilton, Alagna, King & Lloyd, 1987) believe that these practices have simply become 'modernized' - that is to say, less blatant, more subtle or covert. A recent Angus Reid survey (October 1991) noted that of the 321 Chief Executive Officers (CEOs) interviewed (of which only a handful were female), 47 per cent believed that sexual harassment was an issue that had been blown out of proportion. Further, while 60 per cent approved of pay equity programs for female government employees, 66 per cent disapproved of similar programs for the private sector (Marotte, 1992). Most individuals, however, do not question that sexual harassment exists. Rather, the question of women in the workforce tends to be, "Have I ever been sexually harassed? Ain't I a woman?" (Huard, 1992). The denial of sexual discrimination is pervasive in our culture. The persistence of discriminatory practices is best belied by the statistic that in 1980, women made approximately 53 cents on the dollar, as compared to men (Dwyer, 1985) and that this figure had risen to only 65.8 cents by 1989 (Statistics Canada, 1991).

Sexual harassment appears to be a phenomenon that occurs in most environments including the public and private sectors (including the military), religious institutions, and in academia (both pre and post-secondary institutions) (Beauvais, 1986; Saal & Weber, 1989; Carr, 1991), Initially, those being sexually harassed were left to fend for themselves. But just as sexual assault and battering have been taken from the realm of personal problems to a more social (and legal) context, so too has sexual harassment. And, similar to the crimes of sexual assault, sexual harassment is being taken from the realm of sex and conceptualized in the light of a power continuum. However, whereas sexual assault and battery have specific legal definitions, sexual harassment has remained a hazy and ill-defined concept.

II. LITERATURE REVIEW

Defining Sexual Harassment

Sexual harassment is a complex phenomenon that encompasses behaviours extending from unwanted flirtatious behaviour to assault.. It involves men and women, their perceptions and their behavior, as well as the social and cultural norms of society. Harassment exists at every level of that society; it is not confined to any one level, class or profession. Definitions of sexual harassment are socially constructed, varying not only with characteristics of the perceiver but also those of the situational context and actors involved (Riger, 1991). Academicians and business personnel have both tended to offer definitions that range broadly in how sexual harassment is viewed. The perspectives that researchers and businesses incorporate into definitions of sexual harassment share themes such as: the extent and frequency of sexual harassment (e.g., Fitzgerald et al., 1988; Gutek, 1985; Terpstra & Cook, 1985); sexual harassments' underlying human perceptions and attributions (e.g., Cohen & Gutek, 1985; Terpstra & Baker, 1989; York 1989); its contextual and situational correlates (e.g., Gutek, 1985; Gutek & Morasch, 1982); its effects on women workers (e.g., Bursten, 1986; Salisbury, Ginorio, Remick & Stringer, 1986); the development of coping mechanisms to effectively deal with sexual harassment (e.g., Licata & Popovich, 1987; Popovich & Licata, 1987); and, policy, legal and ethical considerations surrounding sexual harassment (Schneider, 1985).

There appears to be a distinction between those definitions of sexual harassment offered by academicians and by personnel working in the business world. Following are six models of sexual harassment offered by research scholars studying in this particular area, after which some of the definitions that organizational leaders and managers have offered will be examined.

The theoretical (academic) perspective. Researchers have offered definitions of sexual harassment based within six theoretically overlapping models. The 'Natural/Biological' model (Tangri, Burt, & Johnson, 1982) suggests that whereas women and men are naturally attracted to each other, that men naturally possess a stronger sexual drive. What then might be construed as merely 'flirting' in other environments becomes sexual harassment in the workplace. Sexual harassment then is seen either as an idiosyncratic "sick" behaviour (Saal & Weber, 1989), or as evolutionary psychologists Studd and Gattiker (1991) would posit, that

> "men would be predicted to make sexual advances either to establish long term mateships or just to obtain short-term sexual access to fertile females ... (and) that males will often initiate attempts to gain sexual access to fertile females even if the advances are not appreciated. ... Thus, sexual harassment appears to be the extension of an evolved tendency for males to

> use a continuum of sexual tactics from romantic to coercive, as necessary or convenient, in order to mate" (pp. 273, 281).

This model is most noted by the absence of a discriminatory intent on the part of the perpetrator, with responsibility for the behaviour tending to be placed firmly on the victims' shoulders. For example, when faced with a sexual harassment situation, the resolution offered by proponents of this model tend to include moving the individual being harassed to another worksite, with no corrective action being deemed necessary for the harasser. The Natural/Biological model posits that "women should be flattered by masculine manifestations of interest and accept that the male species has been genetically programmed to take the initiative in their sexual arousal" (Gosselin, 1984).

The Organizational Model (Tangri, Burt, & Johnson, 1982) of sexual harassment describes the work environment as hierarchically opportunistic in that those in authority utilize their differing power status to sexually harass those below them. In that the majority of the upper echelon of the chain of command are male, sexual harassment would tend to victimize women. Therefore, the differential power structure inherent in today's organizations would create an environment conducive to incidents of harassment. Consistent with the natural/biological model, Collins (1971) argues that the root of gender inequalities are physical strengths and sexual desire and further, that stratification within an organization (like gender stratification in general society) is determined by the distribution of means of control (as cited in Fain & Anderton, 1987). Added to the power difference would be the ratio of women to men (presence or absence of tokenism), the organizational infrastructure (whether the organization formally or informally 'permits' sexual harassment through their policies and procedures), and what Fain and Anderton (1987) describe as external master statuses or diffuse socialization (i.e., those characteristics and stereotypes which we bring into an organization including gender, race, ethnicity, age, etc.). Licata and Popovich (1987) assert that sexual harassment is an extension of the sex-role stereotype concept to the formation and communication of work-role expectations in an organization; that is, where the expectations of one's sex role become confused with expectations of one's work role.

The third model offered as a definition base for sexual harassment is the Socio-Cultural Model (Tangri, Burt, & Johnson, 1982) that looks at the broader aspects of power between the genders, seeing sexual harassment as one of the outcomes of the differing powers between men and women. In a larger perspective, it is seen as one of the many mechanisms for dominating women not only in the workplace but throughout society. Behaviours such as sexual harassment or discrimination exist, according to this model, due to generally accepted sex-status norms. For example, Margolin, Miller, & Moran (1989) argue that sexual misconduct, including sexual harassment, is widespread in our society in part because of the cultural legitimacy lent to sexual aggression by myths that have predominant cultural support (e.g., a common rape myth is that when women say 'no' to sex that they really mean 'yes'). Kadar (1982) further asserts that sexual harassment is one of the levers that those in power utilize to control those who do not possess power, and that "when society is suffering from economic hardship, it is particularly important to control groups of workers and the most vulnerable group is women" (pp 109-110).

Another model, Sex Role Spillover (Gutek, 1985) elaborates on the "carryover into the workplace of gender-based expectations about behavior" (p. 149). This model hypothesizes that if the sex-ratio in a workplace is skewed in either direction, sex spillover can occur. If women work in a male-dominated area, they tend to be treated as female first and as an employee second, since their gender is their most outstanding feature. When women work in traditionally female work environments, their positions or duties tend to take on characteristics of the feminine sex role and the expectations of the job and expectations of women's behaviour in general become blurred. Here too, sexual myths and stereotypes constitute an important component of the sex-role spillover phenomenon. The tendency among men to see promiscuous, seductive, and generally "sexy" behaviour where women see or intend to project only friendly and outgoing behaviour, often leads to the (mis)interpretation by males of female sexual interest or availability (Mosher & Anderson, 1986; Pryor, 1987; Saal, Johnson, and Weber, 1989)

The fifth model offered is the Legal Model (Bursten, 1986; Hotelling, 1991; Koen, 1989; MacKinnon, 1979) that delineates sexual harassment into two areas: quid pro quo and hostile environment. The quid pro quo (also known as bargain situation or sexual coercion) situation occurs when sexual favors are demanded in exchange for job opportunities and/or when refusal of such favours brings direct economic consequences or retaliation in the form of unfavorable workload expectations, unrealistic work appraisals, relocation, demotion or firing. This type of harassment need not necessarily be repeated according to the law, but while the overt act may be singular, it tends to be covertly sustained thereafter through coercion, intimidation or allusion to the overt behaviour through jokes, plays on words or stories (Gosselin, 1984). The hostile environment (also known as course of conduct or sexual annoyance) concept, while not exclusive to the quid pro quo definition, is a systemic, persistent condition of work situation that occurs when sexual communication styles or touching continually occurs in the workplace. The sexually related conduct is hostile, intimidating, or offensive but rarely has any direct link to tangible job benefit or harm. This model tends to blur the distinction between sexuality and power; as in Bursten's (1986) legalistic definition of sexual harassment where he states, "sexual harassment occurs when sexuality enters the picture" (p. 245) and is further defined by the Harvard Law Review's statement regarding sexual harassment as "the exploitation of a powerful position to impose sexual demands or pressure on an unwilling but less powerful person"(p. 245).

Stringer, Remick, Salisbury & Ginorio (1990) propose the sixth model of sexual harassment, the Sexual Harassment as Abuse of Power Model, that not only defines sexual harassment as either an abuse of role or sexual power, but also posits some reasons behind sexual harassment and proposes guidelines to deal with the various types of sexual harassment the authors delineate. Many of the definitions offered by other models utilize the concepts of either sexuality or power. This model investigates and refines the kind of power being abused when incidents of sexual harassment occur and include: 1) achieved power which is earned through some type of effort. Sources of power could be information, money, and title or position; 2) ascribed power which is a characteristic that is intrinsic to an individual (i.e., that cannot be changed). These attributes can include gender or ethnic power; 3) when ascribed and achieved power is combined, one's biologically determined sexuality as well as one's physical size and strength become sources of power; and 4) situational power is that power which may occur in one situation, but not in another. Numbers and territoriality (tokenism) tend to occur when a 'we/they' environment is formed against an individual who is in the minority by some ascribed or achieved characteristic (Stringer, Remick, Salisbury & Ginorio, 1990). The authors also posit some reasons for sexual harassment occurring, including abuse of power to obtain sexual favours; sex used to obtain power; power used to decrease the power of the survivor; a personal crisis in the life of the harasser; sexual attraction gone wrong; genuine deviance; and finally a genuine attempt to create new rules for new roles (Stringer, Remick, Salisbury & Ginorio, 1990).

Within this framework as well can be seen the 'hierarchy' of sexual harassment levels as derived from the work of Fitzgerald et al. (as cited in Paludi, 1990) namely:

1. Gender harassment: Generalized sexist remarks and behavior not necessarily designed to elicit sexual cooperation, but to convey insulting, degrading or sexist attitudes about women:
2. Seductive behavior: Inappropriate and offensive sexual advances. Although such behaviour is unwanted and offensive, there is no penalty explicitly attached to the women's negative response, nor does this category include sexual bribery;
3. Sexual bribery: Solicitation of sexual activity or other sex-linked behaviour (e.g., dating) by promise of rewards;

4. Sexual coercion: Coercion of sexual activity, or other sex-linked behaviour by threat of punishment;

5. Sexual imposition: Sexual imposition (e.g., attempts to fondle, touch, kiss or grab) or sexual assault.

This continuum of sexual harassment is behaviourally based, taking many of the broad theoretical basis from each model presented previously.

The organizational perspective. In bringing the definition of sexual harassment from research to the business world, it may be noted that sexual harassment becomes more behaviourally defined. In the public and private sector it is generally agreed that sexual harassment has certain characteristics including but not limited to: verbal abuse; unwelcome remarks, jokes, innuendoes or taunting about a person's body, attire, age, marital status, etc.; leering, touching or any unnecessary contact or gestures including touching, patting, pinching, hugging, or punching; practical jokes which cause awkwardness or embarrassment; the display of pornographic, offensive or derogatory material; unwelcome invitations or requests - whether indirect, explicit or intimidating; the invasion of personal space; demands for sexual favours; sexual assault and rape, or any threat of retaliation or actual retaliation for any of the above. (Alliance Against Sexual Harassment, 1984; Wishart, 1987). Definitions utilized by organizations for their policy and procedure manuals not only specifically mention behaviours, but also tend to speak of the reaction of the survivor to sexual harassment. For example, the Canadian Union of Public Employees, stated their definition of sexual harassment in their FACTS magazine in 1987 stating that it is

> "a form of emotional extortion, [an] attack on a person's personal integrity, abuse of power or position, used to intimidate victims into submission, to demean them or to adversely affect their working future. Often repetitive, always humiliating, and always damaging to the victim's health and psychology, differs from flirtation in that it is not welcome and not mutual (Facts/Canadian Union of Public Employees, 1987).

These types of very specific behavioural definitions provide guidelines as to the identification of harassment behaviours on the job as well as how a survivor of sexual harassment may react. However, unlike some of the theoretical models they tend not to cite the incidence or prediction of sexual harassment in the workplace, nor do they explain why these behaviours occur, or how to predict or prevent the occurrence of sexual harassment.

The Incidence of Sexual Harassment in the Workplace

It follows from the myriad of definitions that statistics regarding the incidence of sexual harassment would vary widely. Not only would the breadth and depth of the definition (the external frame of reference) serve as a variable, but the perceptions (the internal frame of reference) of those who are reporting whether an incident be defined as sexual harassment also tends to differ. This apparent confusion can be exemplified in Ford & McLaughlin's (1987) research that noted that while 93 per cent of the human resource managers asked believed that lewd sexual comments, innuendos, and gestures made in the presence of a female constituted sexual harassment, only 40 per cent believed that formal discipline or legal action should be taken against such conduct (as cited in Koen, 1987). Philosophical or cognitive tolerance levels of various behaviours as well as perceptions of social relationships determine what individuals label as sexual harassment incidents (Ellis, Barak, & Pinto, 1991).

Several studies on the incidence of sexual harassment tend to be cited as 'classics' - from the first 'informal' survey by 'Redbook' magazine in 1976 that cited 88 per cent of the 9,000 respondents claimed that they had experienced some form of workplace harassment in the course of their employment (Quinn & Lees, 1984; Spann, 1990), to the 1981 United States Merit Systems Protection Board survey that revealed that over 40 per cent of working women, and approximately 15 per cent of working men had experienced some form of sexual harassment over a prior two year period while on the job (Bingham & Burleson, 1989; Pryor, 1987, Spann, 1990). Depending on the definition, surveys have estimated that 25 per cent to 90 per cent of working women have been victimized, and although the law protects both men and women from such behaviour, that 90 per cent to 95 per cent of all reported incidents involve females (Koen, 1989).

Gender Issues and Sexual Harassment

There appears to be a gender difference not only in the incidence of sexual harassment but in the attitudes towards and the perceptions of sexual harassment in the workplace. Jones (1987) cited three principal findings from her research including: 1) that women were significantly more likely than men to see sexual harassment as a serious problem in the workplace, to see the problem as involving unequal distribution of power, to reject the proposition that women who complain of sexual harassment are exaggerating, or have encouraged or provoked the incidents, and to empathize with the survivor; 2) that men and women who perceive harassment as a serious problem are likely to disbelieve the harasser's denials and to reject the proposition that the complainant encouraged or was responsible for the harassment; and 3) that men and women who assign any responsibility to the survivor of sexual harassment are likely to cite failure to report the harassment as a major reason. Riger (1991) cites multiple studies showing that men tend to label fewer behaviours at work as sexual harassment; and that men tend to find sexual overtures from women at work to be flattering, whereas women find similar approaches from men to be insulting. Riger further cites that women are more likely to view as harassment the more subtle behaviours such as sexual teasing or looks and gestures; and that even when men do identify behaviour as harassing, they are more likely to think that women should or would be flattered by it; and finally, that men are also more likely than women to blame women for being sexually harassed.

The Purpose of the Study

As has been pointed out, sexual harassment may be defined very narrowly or broadly, and may or may not take into account the differing perspectives and models presented. Further, research surrounding the incidence of sexual harassment may be fraught with difficulties. Nevertheless, "neglecting to formulate institutional policy is hazardous, and disciplinary employment decisions made without pertinent written policy may not be defensible." (Howard, 1991, p. 507). Many organizations hesitate to develop effective programs aimed at sexual harassment awareness with queries such as: How can we prevent what we cannot easily define? How can we be responsible for what we are not aware of occurring? If we implement a program, will it increase the number of complaints (i.e., the workload of the management)? What is the cost of sexual harassment versus. the cost of training - can it be cost effective?

Since the *Robichaud* ruling by the Supreme Court of Canada in 1987, that declared that sexual harassment is sex discrimination, that it must be dealt with seriously, that employers are legally responsible for the actions of harassers in its employ and have a responsibility to provide a harassment-free work environment, and that awards must be strong and effective, the eradication of sexual harassment has become an economic if not a humanitarian necessity to the public and private sector organizations (Castle, 1991). Although initially, legal challenges were difficult to conduct and if won, settlements were small, this tends to be a changing trend. The Canadian Human Rights Advocate stated that the Nova Scotia Human Rights Commission declared in the mid-1980's that sexual harassment was NOT a human rights violation, that it was in fact a "personal problem peculiar to the individual woman, [that it] does not constitute sex discrimination and is not prohibited by human rights legislation" (p. 4). The article also declared that monetary awards ranged from five hundred to fourteen hundred dollars, and that these awards did not cover the complainant's legal costs much less lost wages, physiological or psychological health costs (Canadian Human Rights Advocate, 1987). By the 1990s however, Castle (1991) noted that in a recent Canadian case, an employee was awarded $48,000 to be paid jointly by the company and two of its employees who were held responsible for their sexually harassing behaviours. It is ironic to note that one of the largest settlements awarded in North America for sexual harassment ($196,500 in damages) was made to a man who sued his female supervisor, perhaps because a sexually aggressive woman was seen as especially heinous.

Not only is sexual harassment costly to an organization (1978 to 1980 U.S. federal costs were estimated at $189 million in turnover, not mentioning legal fees and settlements, loss of contracts and deterioration of employee morale and organizational climate) (Licata & Popovich, 1987)), but also to the individuals who suffer the unwanted attentions. Backhouse and Cohen (1981) refer to the 'sexual harassment syndrome' to describe the multiple effects of the stress induced by sexual harassment. Economic realities that affect an organization can include: a decline in work performance and attitude by the survivor; job dissatisfaction; absenteeism; lack of concentration; social isolation; fear; humiliation; and, attempts to avoid the harassing situation that can interfere with the quality of work (Bursten, 1986; Dwyer, 1985; Salisbury, Ginorio, Remick & Stringer, 1986). Secondly, some of the physiological effects that have been documented have included irritability; anxiety; headaches; ulcers; nausea; insomnia; hypertension; anorexia and weight loss, loss of sexual interest; and increase in substance use (Bursten, 1986; Hotelling, 1991; Kadar, 1982; Wishart, 1987). Lastly, psychological effects to the individual who is the survivor of sexually harassing behaviours can exhibit symptoms similar to post trauma syndrome characterized by shock, emotional numbing, constriction of affect, reliving the event while awake or sleeping (flashbacks); anxiety or depression (Hamilton, Alagna, King & Lloyd, 1987) or symptoms similar to that of a crime victim who progresses through several stages of feelings including confusion/self-blame, fear/anxiety, depression/anger, and disillusionment (Salisbury, Ginorio, Remick & Stringer, 1986). Other reported psychological symptoms include feeling of powerlessness or helplessness; anger; frustration; decreased ambition; loss of self-confidence and self esteem; shame or guilt at feeling at fault for the harassment; and most devastating is the resistance to reporting the incidence (Bursten, 1986; Gosselin, 1984; Kadar, 1982; Riger, 1991; Wishart, 1987).

The major strategy used by survivors to handle sexual harassment incidents is to ignore it, although this response tends to yield continued harassment of the same or greater intensity (Hotelling, 1991). Low reporting may be due to fear that nothing will be done, survivors willingness to blame themselves, fear of reprisal, or because they are poorly informed about organizational policies and procedures (Hotelling, 1991; Lee & Heppner, 1991). To add to the effects of sexual harassment, the Working Women's Institute (1979) (as cited in Hamilton, Alagna, King & Lloyd, 1987) found that 66 per cent of women surveyed had been driven out of at least one job (42 per cent of women left their position when they were unable to stop the harassment, while another 24 per cent had been fired) by sexual harassment. Leaving a job under duress can lead to re-victimization through loss of income, loss of seniority, a disrupted work history, problems with references for future jobs, the possibility of being ineligible for unemployment benefits, and a loss of self esteem that may affect future job seeking activities (Hamilton, Alagna, King & Lloyd, 1987).

There is ample evidence offered by both academicians and business organizations to show the deleterious effects of sexual harassment on the work environment. What is not seen, other than theoretical musings, is much indication of solutions or resolutions to the seemingly inevitable occurrences of sexual harassment. The purpose of this study then, is to prepare a handbook on sexual harassment. This handbook will incorporate information from two main sources. First, a qualitative study will be conducted that will attempt to phenomenologically encompass the experience of sexual harassment by women in the workplace. The themes that emerge will be utilized within the handbook. Second, relevant literature will provide guidelines for the development of effective policy and procedures, including educational programs to both management and employees within an organization, with regards to sexual harassment in the workplace.

III. RESEARCH METHODS AND PROCEDURES

In looking at the vast tangible and intangible costs that sexual harassment incurs, organizations have been searching for solutions to eradicate harassment - within tight fiscal budgets of course. Livingston (1982) looked at three solutions for combatting sexual harassment including 1) sociostructural (changing the distribution of power in society); 2) organizational (development of policies, grievance procedures, and educational programs); and, 3) individual (confrontation of the harasser verbally or through legal action). The purpose of this thesis is to create a comprehensive Canadian handbook utilizing Canadian literature sources, legal precedents, and study participants.that will attempt to satisfy Livingston's organization and individual solutions for combatting sexual harassment. However, in looking directly at Livingston's primary solution, any sociostructural solutions will be out of this handbook's scope. Two other limitations that the reader should be aware of is that: first, although the author recognizes that sexual harassment is experienced by males as well as females, and that the author does not intend to discredit the male experience of sexual harassment, since this phenomenon occurs mostly to women this document will utilize the male terminology when speaking of the harasser, and female terminology when referring to survivors of sexual harassment. The second limitation is that most of the handbook and the participants of the survey will be focussed within the business arena. Academia, with its similar, though distinct concerns regarding sexual harassment, will not be the target of the handbook nor of the study. The handbook has an intended audience for businesses that wish to implement a program to develop effective sexual harassment policies and procedures as well as educate their employees about sexual harassment. The employees that will utilize this manual will hopefully include human resource personnel, union and labor representatives, occupational nurses or other interested supervisory personnel. It should also be noted that, being aware of using 'politically correct' terminology, I have chosen to use the terms 'survivor' and 'complainant' instead of 'victim', when identifying those who have been sexually harassed.

Wishart (1987) cites one male union representative as stating that "you don't get rid of sexual harassment by fear, but through awareness and education" (p. 27). Although much of the research cites education and training as a basic and essential component towards ridding the workplace of sexual harassment (Beauvais, 1986; Bingham & Burleson, 1989; Castle, 1991; Ellis, Barak, & Pinto, 1991; Howard, 1991, Hunter & McClelland, 1991; Koen, 1989; Licata & Popovich, 1987; Popovich & Licata, 1987; Quinn & Lees, 1984; Riger, 1991; Spann, 1990; Stringer, Remick, Salisbury, & Ginorio, 1990; Sullivan, 1991; Wishart, 1987), few organizations have instituted sexual harassment training. Researchers theorized that training would either ultimately reduce the number of harassment incidents or conversely, that it would actually increase the number of complaints filed against a company (Beauvais, 1986). There was a further hypothesis posed that if training was in place, that court rulings would be more favorable to an organization as it would have shown a commitment to eradicating sexual harassment (Kronenberger & Bourke, 1981). Only one article was found that explored the effectiveness of training in a business environment, and while it was found that training (as part of an strategy that included implementing effective policy and procedures) has not been successful in completely eradicating sexual harassment, "overtly offensive behaviours should diminish over time (p. 67) (Spann, 1990). Popovich & Licata (1987) went on to note that "sexual harassment training programs usually focus on how to deal with sexual harassment once it occurs (e.g., grievance procedures, discipline) and what behaviors may be considered harassment. These programs do not address why sexual harassment occurs, nor do they address preventive measures. Although grievance procedures and discipline may be adequate, albeit temporary measures, the real causes must be determined in order to eliminate sexual harassment in the workplace" (p. 158).

It is the intention of this thesis to explore not only 1) various definitions, policies and procedures dealing with sexual harassment, but also; 2) to delineate the psychological proclivities of the harasser as revealed in the literature; 3) the phenomenological reactions of individuals faced with sexually harassing incidents, and, 4) some strategies for helping the perpetrator, the survivor, and others involved to deal with the situation. The definitions, policies, procedures, proclivities, and part of the coping strategies were drawn from research both in the theoretical and business fields. The lived experience of those survivors of sexual harassment were composed of a convenience sample of 5 women who were selected from the non-profit organization 'Edmonton Working Women'. Phenomenology is "a systematic attempt to uncover and describe the structures, the internal meaning structures of lived experience" (van Manen, 1990, p. 10). It is interested in elucidating both that which appears and the manner in which it appears. Phenomenological, or qualitative, research was chosen for this study as it "aims at gaining a deeper understanding of the nature or meaning of our everyday experiences. ... we come to a fuller grasp of what it means to be in the world as a man, a woman, a child, taking into account the sociocultural and the historical traditions that have given meaning to our ways of being in the world." (van Manen, 1990, pp. 11-12).

The participants for the study were initially approached by an administrator at the organization "Edmonton Working Women', based on their informed consent to be part of the study. A guided format interview composed of six general questions was administered subsequent to release of information forms being completed (a copy of all forms and letters appears in Appendix A). These forms explained the purpose of the research, the procedures for maintenance of confidentiality, and a choice to have follow-up in the form of the results of the survey conducted. In attempting to capture the phenomenon through an interview process, the questions asked consisted of six parts: 1) the participants' recollection of the sexually harassing incidents they experienced; 2) their recollection of how they felt at the time; 3) how (if at all) the situation was resolved; 4) how they feel now about their experience; 5) what, if anything, would have been helpful to aid them in coping with the experience; and, 6) if there is anything that the participant would like to comment on or add to their response. The interview was tape recorded to ensure all relevant information is captured. This format is largely retrospective as "phenomenological reflection is not *introspective* but *retrospective*. Reflection on lived experience is always recollective; it is reflection on experience that is already passed or lived through" (Van Manen, 1990, p. 10). The interview in lived experience research "may be used as a means for exploring and gathering experiential narrative material that may serve as a resource for developing a richer and deeper understanding of a human phenomenon (van Manen, 1990, p. 66). This methodology was chosen as appropriate as interviewing facilitates a depth and clarity of information. The success of research in lived experience rests with the ability to gain meaningful and insightful information about a phenomenon. Interviewing allows the researcher not only to elicit information based on a formatted series of questions, but also enables the researcher to observe the participant's physical and verbal responses and clarify them when deemed necessary. While the above noted six questions were asked, other open ended questions were utilized to enhance the quality of responses. Utilizing an interview methodology also creates the opportunity for some participants (e.g., English as a second language people) to participate as the utilization of written protocols may be more difficult to obtain.

Once the interviews were completed, an analysis of the data (transcribed reports of the interviews) ascertained the essence of the experience of being sexually harassed on the worksite. In this study a thematic analysis was conducted through "the process of recovering the theme or themes that are embodied and dramaticized in the evolving meanings and imagery of the work" (van Manen, 1990, p. 78). Phenomenological themes are structures of a particular experience and therefore when an analysis is performed, "we try to unearth something "telling," something "meaningful," something "thematic" in the various experiential accounts - we work at mining meaning from them" (van Manen, 1990, P. 86). Specifically, after the protocols that result from the participants' interviews are read as a whole, then

> "the first step of the analysis itself is to try to determine natural "meaning units" as expressed by the subject. The attitude with which this is done is one of maximum openness and the specific aim of the study is not yet taken into account. After the natural units have been delineated, one tries to state as simply as possible the theme that dominates the natural unit within the same attitude that defined the units. ... the second step of the analysis is to look at the themes and the raw data from which they were taken with the specific attitude that asks"who does this statement reveal significance about the [phenomenon]". ... Once the themes have been thusly enumerated, an attempt is made to tie together into a descriptive statement the essential, non-redundant themes". (Giorgi, 1973, pp. 87-88).

It should be noted that the resulting themes and tones from the data will not entirely capture the essence of the phenomenon of sexual harassment (van Manen, 1990). It is hoped, however, that the themes that are presented may illustrate or enlighten some aspects of sexual harassment and that when the results are then compared to the available literature, that some similarities or incongruities will be captured.

IV. DATA ANALYSIS

Bracketing

When engaging in the examination of lived experience as a method of data analysis, it is important to document the 'mind set' of the researcher. As the researcher of lived experience, one becomes the instrument of the investigation of a phenomenon. Therefore, any biases and relevant past experiences of the researcher may affect the outcome of the data analysis and should be noted.

This thesis is the result of both laborious research into the topic of sexual harassment as well as lived experience. I believe that humans tend to be drawn into fields that interest us, that challenge us. This thesis was no different. My personal experience with sexual harassment took place while I was employed with the Federal Solicitor General, Corrections Department. I worked for two years in a maximum security prison, mainly in Dissociation and Segregation (akin to solitary confinement) and in a Lifer's Unit (a 24 inmate block inhabited mainly by men serving life sentences). My experience as a 'token' woman in the prison system was brutal and de-humanizing. My naivete, my frustration and anger at the lack of support, the lack of resources knew no bounds. I finally left after being physically assaulted by one of my superiors. At that time I investigated the possibility of laying a complaint through Human Rights. At least the Human Rights officer I spoke to was honest - he conveyed that the procedure was tedious and although I had ample documentation, that the outcome - even if in my favour - would have a negligible effect on my work environment (as I had already quit) and that the possibility of any remuneration for damages was very slim. As I was uninterested in any financial benefit from my situation (my desire was to ensure that no other woman following my footsteps would have to endure what I had), I chose not to proceed with any complaint. But still, I wasn't satisfied, I wasn't healed. Indeed, it was the search for information and support that aided my own healing process, lead me to this Master's program and finally into preparing this handbook as my thesis topic.

As I listened to the stories of the participants, I could relate to much of their narratives. Although their individual experiences were different than mine, I could empathize with many of their feelings as they progressed through their own healing processes. In our journeys we travelled down many of the same roads. I could share their pain and anger, and their sense of betrayal towards a system that has little sympathy for their plights. And as the women of this study shared that despite all the pain they experienced, they grew as human beings, I too share that belief for my own self. I believe that my own experience helped me grow in wisdom and understanding. It taught me to seek out and challenge what few resources were available. And as the women in this study stated, I too, feel that I have something that I can share with others. My hope is that the handbook will aid other women and men who will be sexually harassed in the future. It is my gift and a part of my own journey.

Data Analysis

A total of five interviews were conducted over a period of approximately two months. Each interview lasted between one and two hours. Of the five women who participated, one fell in the age range of 15-29, three were within the 30-44 year old age range and one was in the 45-59 year old age range. Tapes of the interviews were transcribed (names and events were changed to maintain confidentiality) and data analysis proceeded. An excerpt from one of the transcripts with notations explaining in detail the thematic analysis can be seen in Appendix B.

When analyzing a lived experience, it is important to recognize that meaning is multi-layered and multi-dimensional. Exacting themes necessitates simplification. While a total of 12 sub-themes were uncovered through careful analysis, I have organized these sub-themes under five larger themes to aid in understanding the phenomenon of sexual harassment. While each participant had a unique experience, the similarities of the stages that each woman progressed through was noted. The responses from the participants of this study closely resembled that of other women who have reported being sexually harassed. Studies reveal that those exposed to sexually harassing situations experience reactions similar to the aftereffects of child sexual abuse (Browne & Finkelhor, 1986); adult sexual assault (Holmes & St. Lawrence, 1983); and criminal victimization (Kilpatrick et al., 1987; Salisbury et. al., 1986). The immediation post-victimization response is characterized by a state of psychological shock (i.e. emotional numbing, constriction of affect, repeated re-experiencing of the trauma by intrusive waking images or dreams, anxiety and depression). If the immediate distress fails to resolve, the response may develop into a chronic state resembling the DSM-III-R criteria for post-traumatic stress disorder (American Psychiatric Association, 1987). The conglomerate of these responses in many ways resemble the reactions of victims to crime, however, one minor discrepancy between Salisbury et al.'s findings and the experiential analysis of those who encounter sexual harassment - the data collected from this study would suggest that the disillusionment stage is followed or occurs concurrently to a stage where the women felt growth had transpired, despite the pain of the ordeal. I have utilized the following headings loosely based on Salisbury et al.'s stages to organize the themes drawn from the data. I have also added a theme that covers the most noted and pervasive social consequences of being sexually harassed. Table 1 provides a brief summation of the five major themes.

Table 1

Confusion/Self-Blame	Fear/Anxiety	Depression/Anger	Disillusionment/self-growth	Social Consequences
Sexually harassment tends to be a series of events, and with each situation, the person being harassed believes (hopes) that the harassment will stop, or that by avoiding or denying the situation, that it will merely disappear. When it does not, the victim tends to feel out of control and helpless. This, in conjunction with the lack of information regarding sexual harassment and what can be done to prevent or stop harassment from continuing intensifies the reaction.	Fear is not limited towards the harasser, but tends to permeate the survivor's life. Management, the union or others with 'authority' were noted as sources of anxiety. Fear responses tended to become generalized, with participants labelling themselves as agoraphobic and paranoid in some cases. Often the responses to fear led to a decline in work performance and motivation.	Once the women realized the power dynamics of sexual harassment - that they were not at fault and that they had lost opportunities through being fired, quitting, or transferring their position, anxiety made a transition to anger. Anger was outwardly directed both at those directly responsible, and towards a system that failed the victim. Anger also tended to be inwardly directed, resulting in depression and lowered self esteem	All the participants felt hurt and betrayed by a system that re-victimized them. Support systems were tested, and many were found wanting. Values relating to fairness, equality and justice were questioned, illusions were shattered. From the remains, 'victims' became 'survivors'. Participants reported that while the experience of being sexually harassed was painful, that their recovery brought them wisdom and experience.	Two sub-themes were noted that occurred concurrently to the previous stages. First, the participants felt that the reactions of others tended not to be supportive. They felt they were being avoided, and given advice to the effect that sexual harassment was 'status quo' and to 'grin and bear it'. Second, studies show that many who are sexually harassed end up leaving their jobs. The effect of job loss and unemployment seemed to intensify the corrosion of self esteem of participants in this study.

While the first four themes seem to loosely follow a path to resolution of the trauma of sexual harassment, the fifth theme, social consequences, tends to occur at various points along the path. Thusly, the experiential stages may occur as follows:

Table 2

Stage 1 - Confusion/Self-Blame

Stage 2 - Fear/Anxiety

Stage 3 - Depression/Anger ↔ Social Consequences

Stage 4 - Disillusionment/Self Growth

Following are the five major themes with their subsequent sub themes:

Following are the five major themes with their subsequent sub themes:

1) CONFUSION/SELF-BLAME
    - Initial Reactions
    - Ignorance about Sexual Harassment

2) FEAR/ANXIETY
    - Fear
    - Intimidation/Feeling Ostracized

3) DEPRESSION/ANGER
    - Hurt/Betrayal/Loss of Trust
    - Anger
    - Loss of Self Esteem/Depression/Suicidal Thoughts
    - Need for Support and Validation

4) DISILLUSIONMENT/SELF GROWTH
    - Frustration with 'The System', Feeling Re-victimized
    - Personal Growth Despite Painful Experience

5) SOCIAL CONSEQUENCES
    - Perceptions of Others
    - Job loss/Unemployment

Discussion of Themes

As can be seen in the form above, within each of the five major themes lie several sub-themes. Each sub-theme will be briefly discussed, followed by verbatim quotations from the transcripts to provide examples.

1) CONFUSION/SELF-BLAME

Initial Reactions

The initial reaction to sexually harassing incidents shows great similarity to many traumatic events. For example, Colgrove et al. cite the first stage of recovery from grief and loss situations is shock, denial and numbness (Colgrove, Bloomfield, & McWilliams, 1991). It was also noted that in addition to these emotions, there were also feelings of guilt or being responsible for the sexual harassing encounters. Initial responses also included avoidance of sexually harassing persons or situations as well as a minimalization of the event(s).

2.4 And I guess like I just, I just, I thought to myself that as long as I stayed away from these guys I would be fine because the main guy was harassing me, I didn't work with usually, I worked evenings and he worked days. So I thought if I just stayed away from him, so that was my policy

2.5 I was going to avoid him and everything would be fine.

2.7 So this other guy comes back out of his office that walked by me, comes up behind me, puts his hands on my shoulders, starts to kiss my neck, blow in my ear, and then I mean my initial response was to joke with him, like I didn't know how to get rid of him so I said, "you'd better stop that or I'll pull you into the examining room" (laughs) yeah, I mean, it's something that I wouldn't say now, but it's how I reacted to it and uh, then he ran, then he took his hands off my shoulders and ran them down my breasts and I had to take his hands off my breasts. And then everybody cleared. I mean there was two doctors, which were my two bosses and there was a receptionist and a nurse and everybody cleared, because I think everybody realized that this was over the, over that boundary, that line

2.8 I remember sitting at my desk, kind of paralyzed for about fifteen minutes and I could hardly believe. Yeah, I guess, I guess I just couldn't believe that it had happened, and I sat there and I remember having trouble breathing for about fifteen minutes and I could hardly move, and everybody had left, kind of cleared the scene and I just sat there and I couldn't believe what had happened, you know I wondered, I wondered if I'd imagined it, I mean I just, and I had had such respect for this doctor, these two doctors. I thought that because they were doctors, you know, that they were better than I was and they were more moral and more educated and kinder and all those kind of classist assumptions you know? And this just kind of like shattered, it just, it was like a big rock came though my window, you know, I was so shocked. And so I remember going home that night and I wouldn't tell my husband about it, I didn't tell anyone about it.

2.10 I mean I didn't know what the hell had happened, and I felt really guilty about it and I mean like I look back now and I think why didn't I tell my husband what happened but I guess it was because I felt responsible for it, you know?

2.11 I guess I felt that somehow I brought this on myself by being friendlier, that I could've acted differently and therefore you know, I had done something to bring it on. I guess I felt like I'd asked for it.

3.5 And so, when I came back to Edmonton, no one asked me about the trip, like no one, just like everybody knew you know, so nobody asked me about the trip.

3.14 I sort of thought that well, if I just do a good job in my work you know, that it will override that. Sort of that, you know there's that attitude of just do a good job and you're going to get ahead? What a bunch of crap. So I thought that if I could just prove to them that I could do a good job on the work that like, you know at the end, I was really, well, I was hurt, I remember at first when the boss started cursing and swearing at me, like I cried.

4.1 I was embarrassed and I tried to pretend that he didn't say what he said. I was really humiliated and embarrassed, so embarrassed, I just wanted to crawl underneath the desk, but I pretended as though it didn't bother me and that I really didn't hear what he said and just kept on with my coffee.

4.2 So that was one assault that I could've gone back on, but because he had apologized I felt that I would just push it underneath the rug, like I had the other two comments and not really deal with them.

4.3 I just kind of glanced at him and looked down and was embarrassed and I thought that he really didn't say what I thought he'd said

4.4 I really didn't like being around him after that so whenever, and as well at that time, I started avoiding the individuals who had said the things that they had to me. A and C, whenever they were around, I would leave the room, I wouldn't get close to them or whenever they'd say something to me, I would ignore them and just you know, if I had to go and talk to them about something, I made sure I stood far back and I made sure it was brief. And if I didn't have to deal with them, I would set it on their desk and walk away.

4.5 I was traumatized, I didn't know what had happened, I had completely forgotten about the incident, it just got pushed to the back of my memory.

5.5 You don't know if you should laugh at the jokes, if you should ignore it or if you should get up and say, "what the hell are you doing saying those kind of jokes?" And I tried all three at different times

Ignorance about Sexual Harassment

The participants strongly suggested throughout the interviews that they were essentially unaware of the dimensions of sexual harassment and that their initial reactions were at least partly due to the inability to put a label to their experience. Their perceptions of how sexual harassment is defined generally included the most overt scenarios of sexually harassing behaviours, for example a job promotion being dependent on sexual intimacy with a supervisor.

2.1 At first the sexual harassment was just verbal remarks and I didn't even know what sexual harassment was at the time, you know, I just knew that I felt kind of uneasy about the remarks that my boss was making to me because this doctor was also my employer.

2.3 although of course, I didn't exactly know what sexual harassment was at the time.

2.6 But I didn't even know what sexual harassment was

4.17 I asked for training classes for everyone, men and women. I asked that all others - I said that if I don't know about this kind of thing, there are other women who don't know about this kind of thing.

4.29 Because I figured that if I didn't know what the hell was going on, other women were in the same boat. Because I felt that surely, I wasn't the only naive woman around. And sure enough I wasn't.

5.14 No, I didn't know it was. I didn't know what it was. I just thought I was getting a rough time from the guys because I was a woman. Other people told me that it was sexual harassment but I thought that oh, that's very feminist, I'm not all that feminist.

5.22 Also to know what is acceptable, what is not acceptable. I didn't know that - it sounds really stupid - I didn't know that being called a fucking bitch was incorrect because everyone else accepted that that was fine. The foreman accepted it, the leaders, the operators and so I thought, "okay, it's a pet name." Whatever. They all accepted it so why was I creating a fuss. So I didn't know that these things were wrong. I'd never come across them before.

2) FEAR/ANXIETY

Fear

The emotion of fear was pervasive throughout the interviews, almost seeming to increase with time instead of diminishing. The specific phobia, agoraphobia, the fear of open spaces, was noted by several of the participants, as well as panic and anxiety attacks. The heightened sense of fear seems to be based on the lack of control in sexual harassing situations, compounded by the frustration and helplessness the participants felt when dealing with 'the system' (i.e., the resources that are available to employees - unions, management, the federal or provincial Human Rights Commissions and the legal system).

1.13 I started to suffer from major anxiety attacks - every time I went to my lawyers office it was getting worse.

2.11 So I come back to his office after my holidays, terrified, I mean I was so scared that when I was on the plane back from Vancouver to Edmonton and my menstrual period started.

3.34 well, I had agoraphobia, like I was afraid to go out of my apartment, I was afraid, I still have trouble but not as bad, but I didn't want to go out for days.

4.13 I became very paranoid and agoraphobic. I didn't want to go out, I couldn't wear make up anymore. I just tied my hair back in a ponytail. I started dressing in really drab clothes, like really big, baggy things. I didn't want to put a dress on anymore. I didn't put any make up on - I looked like death warmed over.

4.21 I'm still agoraphobic, but I had a hard time dealing with elevators and the closeness of people and I didn't realize that when I was having that happen.

4.25 But I didn't want to draw any more attention to me, more than was already there. I thought, "boy, I want to make myself look ugly," I wanted to camouflage myself by making myself look like a man, sticking my hair up underneath a cap and that's how I wanted to go to work, pretending that I wasn't a woman because I was afraid that this would happen again to me.

4.31 I had to wear an alarm to go to work. I was scared of the parking lots, of elevators. The only two safe places to me were my home and my car. I couldn't even get on a bus to go somewhere because I was afraid somebody was going to assault me on the bus or on the street and I was scared to walk out of my house. So I have post traumatic stress disorder, panic and anxiety attacks

4.32 I don't go out. I'm scared of men. I decided that I just want to be alone for the rest of my life. I don't ever want to have a man come into my life because I fear the power and control he might have over me. Anything that wants to control me I can't handle. I can't handle it when my psychiatrist wanted to control me, when she wanted me to do this, this and this. I can't handle the control aspect of it. I'm the one who has to be in control

5.8 And I was always afraid, there was a register right above and I wouldn't put it past them to be up there and looking.

.10 One of the guys was talking about taking me outside and raping me so I didn't feel all that safe, especially giving out names.

Intimidation

Intimidation, or the ability to inspire with fear, was a tool used not only by the sexual harasser, but by others in the system as well. In fact, when most participants spoke of feeling intimidated, they usually were referring to feeling threatened by peers, by their union or management, or by the Human Rights Commissions. One of the main tactics utilized against the participants was ostracizing them, effectively cutting them off from support.

1.2 Two years later I am still being ostracized from the industry.

1.12 Approximately six months after I filed my complaint with the commission I started to receive telephone threats, against my life, against my families ... drop the complaint, my father's brothers started to harass me by phone ... "I will be black-balled for the rest of my life", never will I work pipeline again. I received a call from my mother "if you don't drop the charges your father will kill himself". From that moment on it was like a piece inside my soul fell out.

2.15 And I knew it was just an old boy's network and I knew if I complained about this bastard that all the other owners of all the other medical clinics because there's not a lot of owners, would know about this, and I'd never get another job.

2.25 Human Rights, they threatened me. One investigator said that they might have to tell these guys that I was an incest survivor if I insisted upon having my psychologist interviewed by them

2.26 So anyway, I'm bawling, right? I'm bawling, I'm sobbing. And she says these doctors say they're going to sue you. And I'm like sobbing. They're going to sue me for slander, and I'm sobbing, I'm bawling, I'm terrified, right? And so what they say to me is, "so, what would you like to do? Would you like to drop the complaint? Would you like to do this or would you like to do that?"

2.27 I mean this guy's wife is a lawyer with one of the major law firms in town and he had lawyers from his wife's firm representing him so this bastard just tried to scare me. He tried to scare me, Human Rights tried to scare me, so it was quite an experience.

3.1 I couldn't get help and I started being ignored.

3.2 And so I really thought that I was going to be laid off and then they made me compete with another guy for my job. They hired another guy for my job. They hired another guy. I thought he was going to take my job and they obviously told him about it because he would make jokes and say, "well, bye bye Cassie" and stuff like that.

3.3 Well really, see there were 4 of us terms and we were all cut out of the loop. Like they had project meetings that we weren't allowed in although the work I did really pertained to a lot of the project meeting moreso than the others you know. You weren't allowed into project meetings and yet you were expected to do the work.

3.12 You know, if you think you've got problems now sort of attitude. So he sort of threatened me, like "you'd better not try to appeal" that they hadn't put me on sick leave.

3.18 And she said, "there's a lady down east and she had to do a blow job on her boss, and she only got thirty five hundred dollars for hurt feelings, so what do you expect to get?

3.19 She was quite belligerent, like if I continued on with case, then they'd put my dirty laundry on the line and sort of threatened me that I should drop it, or they'd put my dirty laundry on the line.

3.35 Well, I really feel that I was blacklisted on my work because whenever I went out to look for work the architects would ask me why I quit the feds and I'd say that my contract ended. And then they'd go on with the interview and then they'd say, "well, tell me, what really did happen at the feds?"

3.36 So I really feel that as far as the government goes, I've been blacklisted.

4.8 And I started crying after that and I went into the washroom and I was just bursting into tears and I thought, "something is happening here. Why are these people on me?"

4.15 The guys would walk around the office, they wouldn't look at me, they wouldn't talk to me, I'd say good morning and they wouldn't talk to me. I was shunned so badly in the work environment. Within about a week everybody knew that I had laid charges for sexual harassment in the work environment. Nobody was talking to me.

4.19 And my harassers were coming around every day to visit me. Making little subtle snickers and glances at me and you know, ha ha ha, look what happened to you.

5.1 Just right away I was alienated and I was not welcome, I wasn't part of the team.

5.3 Then they'd tell me these stories about the last woman that was there. How she only lasted 9 months and they used to call her many things, one of them was 'smelly cunt' - that was her nickname.

5.9 A lot of meetings went on that I wasn't never invited to. You're just an outsider and you're told and they let you know that you're totally outside of the side. I was excluded from one committee because I complained about one of the foremen and word got around, everybody thought that I'd put in a sexual harassment complaint at work, which I hadn't at the time. So I was excluded from this committee because everyone felt that they'd have to watch what they'd said. Otherwise I'd be putting in sexual harassment complaints against everyone. So the chairman said, "sorry, you can't be on the committee because of that."

3) DEPRESSION/ANGER

Hurt/Betrayal/Loss of Trust

The feelings of being hurt or betrayed with an ensuing loss of trust was a pervasive theme throughout the interview process. Perhaps since this is a retrospective process, the women were able to look beyond and see the emotions lying beneath their anger.

1.11 When I was sexually harassed I thought my father would help me. I thought he would stand behind me and not be one of the good old boys. Instead word got out in the industry and they threatened to end his career unless I dropped my charges. We have only worked on one job together in the last six years, let's just say he has never helped me out on getting hired.

1.12 ...From that moment on it was like apiece inside my soul fell out. My sister and best friend at the time tried to force me or rather beg me to save my father, she too had sided with my parents. At a time in my life where I truly needed them they all chose the almighty dollar over my well being. Now I felt angry, hurt, abandoned, and stronger than I have ever felt in my life, this was not just a complaint of sexual harassment, this was about my life and who I am.

2.8 ...I had had such respect for this doctor, these two doctors. I thought that because they were doctors, you know, that they were better than I was and they were more moral and more educated and kinder and all those kind of classist assumptions you know? And this just kind of like shattered, it just, it was like a big rock came though my window, you know, I was so shocked. ...

2.16 Well, I guess I felt actually, I felt more betrayal by the doctor that made the pass at me - I thought we were friends. ... And I can remember just feeling such a sense of betrayal because I worked with this guy all the time and he knew I was a good nurse and he knew I did a good job

2.24 I mean I was left, I felt rootless, like I felt like someone had just taken me, shaken me up and I was hanging by my feet, like I had no roots. And all these things I believed in were wrong. I expected that people would care about what had happened to me, and I expected that the nurses at that clinic, that they would be concerned that I had been sexually harassed and sexually assaulted and fired. That they would see some injustice in that. And I thought Human Rights would see some injustice in that, but like to me it didn't feel like they saw any injustice at all.

3.10 So then I wouldn't trust her, I wouldn't go back to her because I figured that they had sent me there to try to say that I was unstable.

3.13 I still don't trust the system. Yeah, I don't, I don't , I lost trust really in my country and in the government of my country. For a long time I just thought I wanted to leave Canada.

4.37 I don't trust anyone. I trust no one because I found out that the systems out there don't work. They say that they'll help you but they really don't.

5.6 And they were very supportive to me on a one on one but when they get in a group and one guy's picking on me, they're all laughing and they're all supporting him. So it's tough, because you feel betrayed.

5.15 But now I just think that I was treated totally unfairly. There's no chance of survival in that atmosphere. You can't get ahead. It's like beating your head against a brick wall ... you've got to stop sometime. You're not getting through it. And it's only causing me pain in the process. So that was a really hard thing for me to come to grips with and the fact that I can't succeed there. Because I always want to, whatever I do I want to make sure it's perfect and everybody likes it and it meets everybodys needs, then I'll succeed. I have a lot of ownership over the work I do and I want to make it just right. I couldn't do it. There was no way, there's no way. It doesn't matter what I did. I put in like 350 hours overtime one summer trying to make this stuff work and everybody happy with it. But then, in coming to grips with that I wasn't welcome, wasn't wanted, was told so. That was really tough.

5.25 And one of the guys, the HR manager, he's betrayed my trust many times so I have a hard time looking at him, so any time that he talks to me, I'll just pretend I'm writing because I'll crack up, I'll start bawling my head off.

5.29 And they'd do that one on one so you think, "oh well, I've got to release some information, trust relationship there". Totally betray it when in front of anybody.

Anger

Anger tends to be an emotion that is not 'socially acceptable' for women to show. However, the data analysis revealed that anger, although not usually overtly shown, was still felt by the women in this study. Much of the anger and frustration was revealed in the participants' desires for retaliation or justice.

1.1 angry, pissed-off ... For once in my life I wished I were a man so I could drop him on the spot.

1.9 The individual rights protection act in our province is not worth the paper it is written on, that is something that really should be taken care of and stiffer penalties imposed on these parties when found to be guilty. I feel the government should take a greater role when we are being harassed.

1.14 Today looking back I am furious, maybe enraged is a better word.

2.13 And then you know, from then on I would say for the next couple of months, my life was just filled with trying to find out what I could do. In terms of getting justice done

2.19 But I assumed, these guys were doctors and they were fair people and I was just being nice. I didn't even tell the fucker he'd sexually harassed me, you know, I was really just being a nice little girl you know and godamn it how could they do this to me?

2.36 And oh, it was really stressful on my family and I was almost obsessed with it at first, like I was obsessed with finding out information to find out what I could do to get these fuckers.

3.21 But when I saw this I was just livid.

4.16 I used to go for a drive and I used to scream in the car, because there was so much hell that I had to go through at work, and so much anxiety that I had to go through, that I didn't know how I was going to hold myself together.

4.20 At the second level I finally got reimbursement but I took it to the next level because I wanted something to happen to these men.

4.24 All these things that they were saying were aggravating me, just making my blood boil because that wasn't the situation at all! And because I got moved I got really pissed off because I couldn't continue on with the interviews for the supervisory position.

5.16 And I said that I wanted an apology from my supervisor and my manager from the last department. I don't want lip service, I want them to understand that what they did was affecting me

5.30 And now that I'm in a more normal working environment, I'm just so furious.

Loss of Self Esteem/Depression/Suicidal Thoughts

As mentioned above, overt displays of anger tend to be discouraged in women. Depression is anger turned inwards. Accompanied by feelings of depression in the participants was an erosion of their self esteem and confidence, even to the point of suicidal ideations. Also included in this theme are some of the varied physical symptoms that the participants attributed to their being sexually harassed.

1.13 I started to suffer from major anxiety attacks - every time I went to my lawyers office it was getting worse.

2.11 So I come back to his office after my holidays, terrified, I mean I was so scared that when I was on the plane back from Vancouver to Edmonton and my menstrual period started. I mean, it was like three weeks early, I mean that's how my body was affected by the sexual assault.

2.17 I don't remember how long, I would say for at least a month, month and a half, I'd have nightmares at night, I had trouble sleeping, I ate a lot, I gained a lot of weight, that's one of my coping mechanisms when I'm in a crisis is to eat.

2.18 There's a part of me that wondered if I was a bad nurse, did I deserve it, what have I done to bring this on? How could I have been so stupid to think that he would have been, they would have been fair to me?

2.20 So he kind of crushed my self esteem, not only in my nursing abilities.

2.31 I mean there were times, I remember the first few weeks after it happened I couldn't sleep, I'd wake up at 2 o'clock in the morning and go outside and pace the street outside my house and I thought of suicide and it just a frightening time for me I don't think I've ever been in so much pain in my life, emotional pain.

2.35 And I can remember that's when some of my flashbacks about my incest started. I just wouldn't go near my husband, sexually I mean. I just didn't have any interest in him at all.

3.4 He said that I was tired all the time and I said, "I'm depressed, I'm depressed ... and I'm exhausted from all this abuse".

3.7 Well, it really undermined my confidence because I was really confident. ... It just was a gradual undermining of my whole self esteem, my confidence.

3.8 And really, when I left there and I was in a bad depression, but I could hardly go out and apply for work because I had no confidence. And there was such a feeling of shame that this happened to me, that I almost felt as though I wanted to go to the interview with a sack over my head,you know?

3.15 So I left it and after about 8 months and I was going to find jobs but I just had no confidence. I'd go for interviews but I just couldn't sell myself at all you know, just well, something had gone wrong.

3.26 Yeah, because really, there's some times when no one believes you that you start to question, that you were imagining things, you know?

3.32 I thought that I was in a depression and if I was just out of that situation for a few months that I would pull myself out of it. But a year later I was still in terrible shape.

3.33 And I really was low in energy, I could hardly make it though the day. I didn't even have enough energy to work a full time job. I just didn't know what was wrong with me and I finally went to another doctor and to find out that I had high blood pressure and that my thyroid was totally out of whack. But I'd never had a thyroid condition before and I really think that that job brought on this thyroid condition, the stress did.

3.39 Yeah, it makes me feel like less of person. I guess if it was a choice that I don't want to do this work, but then it's taken away from me, I don't have control over it, it's different, you know. And to me that's what harassment does is that it takes away control of your life away from you.

3.40 But on the other hand, because of what they did to me, I feel totally incompetent.

4.9 I couldn't sleep, I'd had only 3 hours sleep the night before. I was hysterical, I didn't have anything that I could take. I couldn't eat.

4.12 It brought back the endometriosis. I couldn't walk. I had my period every two weeks. I couldn't eat. I lost weight. Within a week I had circles underneath my eyes. I was sleeping two, three hours a night. Crying constantly, all the time.

4.14 What I wanted to do was drive the car off the road and hit the ditch and roll and kill myself is what I wanted to do.

4.18 I was having flashbacks

4.23 I was totally broken up by this time. I couldn't function. I had withdrawn. Before I used to go out all the time. I used to date.

4.26 Panic and anxiety attacks set in and I didn't know what they were.

4.30 It helped until I was so mentally drained and so mentally depressed and I was suicidal. I was phobic. And I just wanted to end my life

4.35 I'm a mental case. I can't live my life without drugs. I don't go out anymore. And my friends that I've had around me for 17 years of my life, I just dropped out of life from. I've completely dropped out of life is what I've done.

5.2 I was made to feel totally helpless.

5.7 You feel like a twit most of the time. A lot of the time well, you feel it's you. I mean everyone's got warts and if you zone on that now.

5.11 She saw the gradual progression of me being assertive, having some self confidence, some self esteem to "is it me? Am I causing all of this?" It's my aggressiveness, it's this in me". Like we all know our own faults and we just zone right in on those and say, "well, if I can only change this....then it'll be much better". But she saw the gradual progression of when it was really starting to two years later, me thinking it was all my fault.

5.12 Total erosion of self esteem, ... in meetings your suggestions are overridden, you're interrupted continuously. When at the end of the meeting they end up using your suggestion but it was from someone else. So you still recognize that you have something to contribute but recognize that no one wants to hear it from you.

5.18 zero confidence. After a while you can't make a decision. I was going in for treatment for ulcers, just zero self confidence.

5.19 I was just throwing up a lot, I couldn't keep anything down. A lot of indigestion, headaches.

5.20 Real depression, total depression.

5.26 You start to think that people really don't like you but they're just afraid to say it.

5.28 You just struggle along to get out of there. No energy. I guess it's just depression.

Need for Support and Validation

It is not surprising that with the myriad of emotions that accompanies being sexually harassed and with the concurrent loss of self esteem, that support and validation are important elements in the healing process. From the naivete about sexual harassment that the participants noted, the education and access of viable resources, a strong support network was essential. It was my general impression, although rarely succinctly stated, that there were few formal resources available (e.g., individual or group therapy or support groups). Most support was gained through understanding family members and friends. It was important that the participants felt validated - that what they experienced truly occurred, that the experience could be defined as sexually harassing, and that their emotions were 'normal' (i.e., that they weren't 'crazy').

It was very interesting that although the interviews were conducted over a year later than the now infamous Anita Hill - Clarence Thomas hearings, each of the participants noted that Anita Hill had become a role model, raising the awareness of the dimensions of sexual harassment and providing an exemplary model of the ineffectiveness of the system which the participants encountered.

1.4 Support was the greatest thing for me.

1.6 It was very important to have people around me who believed in what I was doing.

2.9 And so I guess about three days later I left for Vancouver and it was in Vancouver I started falling apart, I couldn't sleep, like I woke up one morning at three o'clock in the morning with nightmares and I phoned the rape crisis centre in Vancouver and started telling this person at the other end of the line what had happened. And you know, she was the person who said to me you know that he's a son of a bitch and he shouldn't have done that and that's sexual assault and you have a right to be angry with him and it's not your fault.

2.14 At the time that I was sexually harassed and sexually assaulted, and fired, I'd been seeing a psychologist for about 5 or 6 months and I'd just got the memories back of being an incest survivor so I was dealing with that when this happened so thankfully I had this woman to go to and I had her to talk to about this. And Edmonton Working Women had a support group for women who were sexually harassed so I went to that, I started that, which I helped set it up with Edmonton Working Women so that really helped me.

3.22 And the Anita Hill enquiry had been on TV a lot, well, you know, maybe because of that being broadcast it might make people more aware.

3.25 I'm glad she did the investigation because the investigation validated me, that you know, before that, even Human Rights did not believe me at all. They thought I was just making it up and when she investigated, she validated me that what I said was true and that I wasn't imagining things and I wasn't lying and so it says to me, well, I'm not nuts you guys, you know?

3.26 Yeah, because really, there's some times when no one believes you that you start to question, that you were imagining things, you know?

3.27 So I really have said to myself, if all I ever get out of it is that investigation which has validated me and validated the other people, then I'm happy with that. That I'm not crazy and I wasn't imagining things. And anything I get after that will probably be icing on the cake. Really I think my purpose of pushing now is of principle, it's the principle of it and that if everybody drops out and never pushes it through, it's not going to change

3.28 So really you know, I needed someone else that was going to give me some support that had some clout, like the MP.

3.29 Having support of people who can see that it doesn't have to be a physical attack to be harassment.

4.10 Because I didn't know whether I was exaggerating, I thought I was overexaggerating.

4.28 I started a group, I went to Edmonton Working Woman and I said, "There's got to be other women experiencing the same thing I'm experiencing. Surely I'm not the only one."

5.17 I feel much better because for the plant manager to say, "no, it was not your fault, it's not your personality traits that did it, it's just the environment." That was just like, "whew". ... I wanted reassurance from them.

5.23 Another thing that happened is that I went on a conference and I was talking with other engineers and they said, "this happens to you?" I was telling them some things and they said, "that's weird, that doesn't happen at our site. That wouldn't be tolerated at our site." So for people to tell me that I thought, "okay". Looking at it with new eyes. I also met a lady on the airplane who had been through a sexual harassment complaint in Ontario and she gave me a lot of support. She said that this was bullshit that I shouldn't have to put up with this. Gave me more of an insight into the fact that this was sexual harassment and management is responsible for providing me with an environment that doesn't have sexual harassment.

4) DISILLUSIONMENT/SELF GROWTH

Frustration with 'The System', Feeling Re-victimized

It is well known that the legal system 're-victimizes' the survivors of rape or other violent crimes of power. And similarly, sexual harassment can be a devastating trauma. The lack of support from all facets of the system tends to re-victimize the woman who is sexually harassed. From the work environment (peers, management, union representatives) to the legal and human rights systems, a woman can feel bereft of any control or support.

1.7 There was no place to get help in dealing with this powerful of an industry, the lawyers refused, the politicians couldn't or should I say wouldn't touch it, doors were constantly being slammed.

1.9 The Individual Rights Protection Act in our province is not worth the paper it is written on, that is something that really should be taken care of and stiffer penalties imposed on these parties when found to be guilty.

2.21 And yet, Human Rights really protected him and his buddy and the clinic.

2.22 Oh, exactly [I felt re-victimized]. All over again, all over again. And I had to fight with them almost for two years, and I got politicians involved and finally after almost two years they wrote and said, "alright, we've done an investigation and we've found in your merit and we suggest that you get $532 and fees for a few psychologist's visits". And that was their answer. To my being sexually harassed, sexually assaulted and fired. Because they'd come up with this figure because I'd missed a bit of work until I got my new job but because I got this new job right away, shit, you know, I didn't really lose much money, so that was their idea of a settlement.

2.23 I think that's why, either you get snowballed by Human Rights and you accept some pathetic settlement like an apology and a change in employment record or you fight Human Rights, get a lawyer, try to make them do their job and they still screw you.

3.13 Oh definitely, I still don't trust the system. Yeah, I don't, I don't , I lost trust really in my country and in the government of my country. For a long time I just thought I wanted to leave Canada.

3.17 And I got an investigator who was almost as abusive as the boss that I had. She was very abusive to me

3.18 And she said, "there's a lady down east and she had to do a blow job on her boss, and she only got thirty five hundred dollars for hurt feelings, so what do you expect to get?

3.20 The union and the harassment committee had backed off and just let, you know, they were so supportive, go ahead and file, but then once they'd talked to management about it they all sort of got scared and they just backed off and I was left hanging. Really, they had no proper investigation, they had really not done much.

3.22 And the Anita Hill enquiry had been on TV a lot, well, you know, maybe because of that being broadcast it might make people more aware. Like maybe I was too in a rush to cancel, you just get so fed up, you know, you feel as though it's holding back your life because it's not going anywhere and it's, and you can't seem to forget about it, you have to keep dealing with it, so you think if I could just get rid of this Human Rights case I could get on with my life maybe, you know? Which is the reason, I've talked to other people and they've cancelled for that reason, they just feel that it's prolonging it, you know, the pain.

3.23 So I talked to her since she quit and she said, "Cassie, you'll never get any satisfaction out of them. You might as well just get on with your life". I said, "well, I'm not going to cancel again". She said, "don't cancel but don't call them. If you call them, the more you call them, the less they'll do on your case". She said, "just let them do whatever it is that they do with their reports down there, you'll never get any satisfaction. I just quit because I couldn't get anything done" Not just on my case but on others too. And she was gung ho and of course that's the way it is you know, if you're gung ho and you want to get some work done, you're just going up against a brick wall.

3.24 So I phoned him up and said, "why tell people to file a complaint? The abuse you go through with the Human Rights department is just as bad as the abuse you had on the job". So basically my purpose in going to the Journal was to say to people that Human Rights departments are not there to protect the employee, they're there to protect the employer. And if you think you're going to get something out of it other than more stress and more hassle, you're not. I don't think people want to believe that.

4.11 But I had given them the whole scenario. So what they had done is they'd called in all these players and they said, "do you know what sexual harassment is?" "Oh yes, we know what it is." "Do you think it's happening in this work environment." "Oh no, we don't talk about these things to the girls, you know, da da da." So they screwed up the investigation.

4.22 I was so disillusioned by Human Rights, by the union.

4.27 Any time I tried to do anything, I was constantly being thwarted by the system. It didn't work.

4.33 And the systems out there don't work. They don't have enough staff, number one. Number 2, they're a farce because you have to, they have time to figure out a come back story, you know? The $5000 you get is a joke. I was making $36,000 from all my sources of employment three years ago and now I have even had to be on welfare.

4.37 I don't trust anyone. I trust no one because I found out that the systems out there don't work. They say that they'll help you but they really don't.

5.10 One of the guys was talking about taking me outside and raping me so I didn't feel all that safe, especially giving out names. So then management victimized me quite a bit because I wouldn't give names and how do you expect us to believe you when you don't want to give names

5.24 Just the system's just worn me down. I'm so tired of it

5.27 Because they were saying that I had never proved there was harassment or a poison environment and that in order to do so we need a thorough investigation. What would they do? "Excuse me, sir, did you stare at this woman's breasts?" "Of course I did." Plus management wanted to know, did harassment occur? Was there a poison environment? And how much did that affect your work? Well, how are you going to measure that?

Personal Growth Despite Painful Experience

The most profound part of the data analysis process was the realization of the strength of the women who were sexually harassed. Many found that being sexually harassed brought up past traumas (e.g., incest) that also needed to be healed. They somewhere, somehow, found the strength to begin recovery. Despite the trauma of the sexual harassing events, and the almost inevitable disillusionment and loss that accompanied the re-victimization by the system, all the women noted that they felt stronger, wiser and more aware because of the experience. There was also a desire expressed by these 'survivors' to help others become aware of the dynamics of sexual harassment and of the available resources.

1.3 I have learned so much in the last two years.

1.15 I went to a job and came home with a two-year battle, I lost my job, I lost my family, but with all the anger and frustration there was just as much if not more given back to me.

1.16 I was given knowledge that I get to keep forever, I was given realization of just how high the pillars really are, my father is only that - my father, my mother being his sole support stood by her man, my sister needed the financial support ... everyone had a reason - mine was a belief!

2.28 I feel as though I've learned a lot from the process. I used to be really intimidated by lawyers, well, I was involved with lawyers and I even got to fire one, you know, and that was quite empowering. And I found out there were lousy lawyers, just like there's good lawyers, and there're lousy nurses. But of course I'd always had the assumption that all professionals were good, so that was another illusion that was shattered but at the same time it empowered me. I got involved with politicians and with the government and I'd never been involved with any politicians before and I learned a lot about the government. I learned a lot about human rights. I learned a lot about myself through the process. And I just don't' think, I don't feel like I'm a loser here. I remember it was just a few months before I'd decided to drop the complaint and I was walking around and I had just visited one of the politicians I was involved with that I was trying to get to help me and this thought came though my head was that, "You're the winner here, and you've won". And I think the winning was standing up for myself and not being a victim anymore.

2.29 It took a lot of energy, but I learned that I was pretty bright. And I also learned that I could critique information, and I learned that lawyers and government employees and politicians were no smarter than I was. And that's empowerment. So in the most bizarre way I feel quite empowered by the experience. I mean I learned a lot about myself.

2.30 I found a place where I belong. I mean I never felt as though I belonged in nursing but this didn't just push me, this was an avalanche - I mean it just took me to where I am now. And so, it's very funny, I feel very empowered by the experience and I've lived through it and there were some awful moments.

2.32 And even that, my psychologist turned into something positive because she said, "this gives you an indication of how you felt as a child". And she said to me, "you know this happened at a really tough time because we're just trying to teach you how to build your boundaries and this happened to you." It put me in touch of how I must've felt as a child when I was being sexually abused by my father. So you know I just don't see myself as a loser here.

2.34 And I'm much more protective of myself in my new job. I'm just more aware of power dynamics. I'm aware of who has the power and I'm aware that I just don't have a lot of power where I am right now in my work situation. And that's okay because I understand it and I do things to protect myself. And I'm not naive anymore, like I don't believe that bad things can't happen to me. And that's not ... I don't see that as a negative thing. I see that as being, as gaining some wisdom and that's what this whole process has, this is what I've learned is I've become, I've gained some wisdom through this process

2.37 Yeah, it's not all good but the good outweighs the bad you know? And I don't, I guess the changes it's caused in my personal relationships, that's about growth. This is about me growing and other people in my life not growing and that is sad. At the same time I'm so excited about my growth and it's wonderful and I love the person that I've become but I also know that I may need to leave some people behind. And that is sad. So I guess that's the sadness in this for me. And growth, my growth is a wonderful thing but it's sad to leave people behind. Yeah, I would never go back, I would never go back, I would never go back. I mean because I've worked so much.

3.38 Well, I guess that I learned things from it, I guess you can't help it. But I think you know, that I've learned that you should know when to leave. You have to get over worrying about, you know, that it's going to look as though you're job hopping on your resume, it may look as though you don't stay very long, you just you know, you have to know when to leave.

4.36 And I tried to help other women who've been sexually harassed by talking to them, it makes me feel good. And eventually I took the real baggy clothes off, and I've put on ... the drugs have helped me in that respect. And I've put my rings back on again, you know I've put my jewelry back on again and my make up back on again. And I'm starting to take care of myself again, the way I used to. Because I won't let them still have that control over me. And it affects me in everything that I do.

4.38 I want to try and get on with my life and by accomplishing one little thing at a time, I'm learning how to walk again. And it is like learning how to walk again. You succeed in this and you go to the next step. Go directly to go. ... we have to train the girls in the family that if you don't do something about sexual harassment, it can get worse and lead to sexual assault. We have to teach our children to tell someone, not to be scared, not to be embarrassed. Don't think you're overexaggerating, because you're not. What they're doing is they're making you feel terrible about yourself and they have no right to do that. I'm a stronger person now for going through what I went through, but it's been hell.

5.31 I've actually even thought about maybe after my MBA I'd go into a consulting company and do harassment workshops and something different. I'd like really to help out.

5) SOCIAL CONSEQUENCES

Perceptions of Others

One of the pervasive themes evoked from the data spoke of the need for support and validation from others. Sadly, the participants reported that often they felt no support, and that many accepted sexual harassment as 'status quo' for work environments. Many participants felt the lack of support to the point of feeling ostracized by co-workers, family and friends who avoided them. At a time when many of the women were questioning their own actions and the actions of the sexual harasser, having others question their motives had devastating effects.

1.5 People started insinuating that maybe I was blowing everything out of sight or that maybe it didn't really happen that way or maybe this guy was "just kidding". The people who I thought no matter what I did with my life would always be there were the first ones to run.

1.11 When I was sexually harassed I thought my father would help me. I thought he would stand behind me and not be one of the good old boys. Instead word got out in the industry and they threatened to end his career unless I dropped my charges. We have only worked on one job together in the last six years, let's just say he has never helped me out on getting hired.

2.2 And there were other women in the room and they laughed and this doctor was known for these kinds of remarks and everybody in the office seemed to take it with, they just thought it was a big joke and it was something that had to be accepted.

2.24 I mean I was left, I felt rootless, like I felt like someone had just taken me, shaken me up and I was hanging by my feet, like I had no roots. And all these things I believed in were wrong. I expected that people would care about what had happened to me, and I expected that the nurses at that clinic, that they would be concerned that I had been sexually harassed and sexually assaulted and fired. That they would see some injustice in that. And

I thought Human Rights would see some injustice in that, but like to me it didn't feel like they saw any injustice at all.

3.6 But the thing was, you know, it was a good paying job and dental plan and health plan and that's really hard to leave. And I was applying, trying to get job to try to find another job, which I would have preferred that and when I quit I was really criticized by a lot of people, friends and different people. I lost friends over that because they just thought I was dumb, you know, "how stupid, you know, don't quit a job without another job to go to" you know and, "how could you quit a job, just quit a good job". So I really was attacked by people.

3.9 No, he told me to go and see a psychiatrist. Which is the same as what the guys there were telling me is that I needed a psychiatrist. That I was imagining things, it was just how I felt about myself, and all this, you know.

3.11 So I just didn't get any support at all.

3.16 I hadn't at that point allowed myself to talk about it because whenever I talked to my friends I didn't get any support from them so I just quit talking about it and said "I've just got to put it in the past and go ahead".

3.30 Just like some men, I've had men say to me, "well, what do you expect when you dress up?"

3.31 But I do see that with women, and I think it might be, maybe women have been brainwashed so much over the years that it's their fault, that they still think that. And if I tell them this happened to me, they immediately, like I had a women say to me, "did you wear sleazy clothes and tight evening dresses or what?"

Job loss/Unemployment

In addition to the emotional, psychological and physical devastation that can accompany the trauma of being sexually harassed, the economic consequences can be equally harsh. While many women leave their jobs 'voluntarily' when being sexually harassed, this can result in spotty work records, lack of good references, longer waits for unemployment insurance (and with the new rules governing accessibility to UIC - women who quit would be ineligible for compensation unless they could prove they were sexually harassed) and economic hardship.

1.15 I went to a job and came home with a two-year battle, I lost my job, I lost my family, but with all the anger and frustration there was just as much if not more given back to me.

2.12 And sure enough, at nine o'clock, once the clinic had closed, he called me to his office and said, "I'm letting you go".

3.37 Well, it's affected a lot of things, because I went from working and $30,000 a year I went to UIC and from there I went to Welfare and I lost my credit rating, all my credit cards went into default.

4.33 ... I was making $36,000 from all my sources of employment three years ago and now I have even had to be on welfare.

4.34 So I've gone from an A1 credit rating, being able to buy a house on my own without any problem, to I'm faced with probably going into bankruptcy within the next year.

V. HANDBOOK

SEXUAL HARASSMENT
IN
THE
WORKPLACE

EXECUTIVE SUMMARY

This handbook was created for use in organizations that are interested in gaining information and resources for the development of effective and strong sexual harassment policies and investigative procedures. This handbook will be especially useful for those in human resources, occupational health or union representation.

The research for this project was gained from three principal sources: 1) current academic literature, 2) select organizations that already have sexual harassment policies in place, and 3), a study conducted by the author that explored the experience of sexual harassment from the perspective of those being sexually harassed.

In addition to providing information and suggestions on how to create an effective sexual harassment policy, this handbook also looks at education and training concerns for your organization's employees. Experience has shown that quick resolution to harassing situations is optimal - the longer resolution ultimately takes, the more widespread is the damage - both individually and organizationally. It is hoped that this well-rounded approach will provide a comprehensive and useful package.

If you have any comments or suggestions for future editions of this handbook, please contact the author.

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I. INTRODUCTION

A) Introduction and Purpose of this Manual

Recent current events have focused an uncomfortable spotlight on interpersonal interchanges in the organizational environment. Since the now infamous Thomas-Hill incident in the United States that occurred in 1991, organizations are taking a serious look at their own efforts to address the issue of how to manage complaints of power and gender-bias in the workplace. Questions being asked include - If indeed an organization does have a sexual harassment policy, is this policy effective? Does the policy clearly state a definition of sexual harassment? Does the policy reflect adequate and clear procedures for dealing with complaints? Are resolution recommendations outlined? And finally, are procedures in place for disseminating information to employees?

In the 1987 Supreme Court of Canada case *Robichaud v. The Queen,* the decision was made that employers are potentially liable for the actions of their employees and that "only an employer can remedy undesirable effects; only an employer can provide the most important remedy - a healthy work environment." With this decision, the responsibility of responding to sexual harassment in a proactive, forceful manner was given to organizations. This, as well as the potential for costly litigation, negative public reaction to sexual harassment charges, and significant economic awards being precedented, it is not surprising that sexual harassment is being viewed as an issue that needs to be addressed quickly and effectively.

This handbook was created with the above concerns in mind and is focused for use in organizations that hope to gain information and resources for the development of effective and strong sexual harassment policies and investigative procedures. It will be particularly useful for those in human resources, occupational health or union representation. Various definitions of sexual harassment will be explored utilizing Canadian literature sources and legal precedents. Further, the development and implementation of policy statements and procedures for investigating complaints of sexual harassment will be examined. The research for this project was gained from both current academic literature, from several organizations that already have sexual harassment policies in place, as well as from a study conducted by the author that explored the experience of sexual harassment from the perspective of the survivor. To aid in the understanding of what sexual harassment is and what it costs (both financially and emotionally), a study was conducted to explore the experience of sexual harassment from the perspective of women who've been sexually harassed in the workplace. The findings of the study, in conjunction with relevant literature that pertains both to survivors and perpetrators of sexual harassment, provide an invaluble aid to enlighten the phenomenon of sexual harassment. Throughout this handbook, quotations from the participants of the study, such as the one that follows, will be used to emphasize and elucidate the information provided.

> We are in dire need of a how-to handbook on this matter. I am so happy you have chosen this topic, not so much for myself but for those tomorrow who will be as lost as I was.

In addition to providing information and suggestions on how to create an effective sexual harassment policy, this handbook will also look at education and training concerns for your organization's employees. It is hoped that this well-rounded approach will provide a comprehensive and useful package.

B) Objectives of this Manual

As this handbook was developed to provide a comprehensive package on what to do about sexual harassment, the objectives contained within are varied and wide ranging. Basically, the main intentions are to increase knowledge and understanding of

- what sexual harassment is
- how it can affect the company
- components of an effective policy
- the perpetrator and the survivor of sexual harassment
- what can be done about harassment when it happens
- what happens when a complaint is filed
- some of the ways in which complaints can be resolved
- how information on sexual harassment can be dispersed

C) What's So Important About Sexual Harassment?

> Just right away I was alienated and I was not welcome, I wasn't part of the team. I was made to feel totally helpless.

Sexual harassment is costly to an employer

- o court costs e.g., lawyer fees, backpay or other economic awards
- o loss of executive time
- o adverse publicity
- o increasing number of law suits

Sexual harassment is costly to the employee

- physical and emotional stress
- absenteeism
- lower job performance
- can result in high turnover rates
- job safety issues

Statistics range on Sexual Harassment. For example:

- Depending on the definition, surveys have estimated that 25 to 90 per cent of working women have been victimized, and although the law protects both men and women from such behaviour, that 90 per cent to 95 per cent of all reported incidents involve female victims.

- estimated yearly cost to Canadian industry directly attributed to sexual harassment was $189 million

Table 3

WHAT IS SEXUAL HARASSMENT AND HOW OFTEN IS IT EXPERIENCED?

Type of Sexual Attraction	Considered Sexual Harassment (%)	Personally Experienced (%)
Staring	7	57
Flirting	8	71
Suggestive gestures	46	27
Sexual remarks	51	61
Touching/grabbing/brushing	69	41
Sexual propositions	81	26
Sexual relations	46	8
Other	3	4

Powell, G.N. (July-August, 1983) "Sexual harassment: Confronting the issue of definition" *Business Horizons* .

In addition to providing some insights regarding the phenomenon of sexual harassment, it also the intent of this handbook to debunk myths and raise relevant issues surrounding sexual harassment, including:

- sexual harassment only occurs to females and the perpetrator is always their boss. While sexual harassment occurs predominantly to females, males do encounter the phenomenon as well. Further, sexual harassment can occur between peers, by customers or clients, or by union representatives;

- sexual harassment is not about sex, it is about power. And the abuse of power can be seen in many forms. Child abuse, rape, and sexual harassment are some of the various faces that abuse can show. Even within the phenomenon of sexual harassment itself there are degrees of severity - from pin ups in workspaces to sexual assault in the workplace. This range makes sexual harassment difficult, both for the policy makers as well as for the person experiencing it;

> And I'm much more protective of myself in my new job. I'm just more aware of power dynamics. I'm aware of who has the power and I'm aware that I just don't have a lot of power where I am right now in my work situation. And that's okay because I understand it and I do things to protect myself.

- that sexual harassment is the survivor's fault. Traditional thinking blames the victim - myths range from the tack that women 'ask for it' by dressing provocatively to women initiating sexual liaisons in order to 'get ahead';

> Just like some men, I've had men say to me, "well, what do you expect when you dress up?"

- sexual harassment only happens to certain levels, ages, kinds of employees.

- it occurs elsewhere - the NIMBY (not in my backyard) phenomenon

II. DEFINITION OF SEXUAL HARASSMENT

A) Defining Sexual Harassment

> 'harass' - "from the French "harasser, to set a dog on.". To disturb or irritate persistently, to enervate an enemy by repeated attacks or raids. - The American Heritage Dictionary

Sexual harassment is a complex phenomenon that encompasses behaviours extending from unwanted flirtatious behaviour to assault.. It involves men and women, their perceptions and their behavior, as well as the social and cultural norms of society. Harassment exists at every level of that society; it is not confined to any one level, class or profession. Definitions of sexual harassment are socially constructed, varying not only with characteristics of the perceiver but also those of the situational context and actors involved. Academicians and business personnel have both tended to offer definitions that range broadly in how sexual harassment is viewed. The perspectives that researchers and businesses incorporate into definitions of sexual harassment share themes such as: the extent and frequency of sexual harassment ; sexual harassments' underlying human perceptions and attributions; its contextual and situational correlates; its effects on workers; the development of coping mechanisms to effectively deal with sexual harassment; and, policy, legal and ethical considerations surrounding sexual harassment.

> No, I didn't know what it was. I didn't know what it was. I just thought I was getting a rough time from the guys because I was a woman. Other people told me that it was sexual harassment but I thought that oh, that's very feminist, I'm not all that feminist.

There appears to be a distinction between those definitions of sexual harassment offered by academicians and by personnel working in the business world. Following are six models of sexual harassment presented by research scholars studying in this particular area, after which some of the definitions that organizational leaders and managers have utilized will be examined.

1) The academic perspective.

Researchers have formulated definitions of sexual harassment based within six theoretically overlapping models. Following are brief summaries of these models.

a) The 'Natural/Biological' model suggests that whereas women and men are naturally attracted to each other, that men naturally possess a stronger sexual drive. What then might be construed as merely 'flirting' in other environments becomes sexual harassment in the workplace.

b) The Organizational Model of sexual harassment describes those in authority who utilize their differing power status to sexually harass those below them. In that the majority of the upper echelon of the chain of command are male, sexual harassment would tend to victimize women. Added to the power difference would be the ratio of women to men (presence or absence of tokenism), the organizational infrastructure (whether the organization formally or informally 'permits' sexual harassment through their policies and procedures), and those characteristics and stereotypes which we bring into an organization including gender, race, ethnicity, age, etc.

c) The Socio-Cultural Model looks at the broader aspects of power between the genders, seeing sexual harassment as one of the outcomes of the differing powers between men and women. In a larger perspective, it is seen as one of the many mechanisms for dominating women not only in the workplace but throughout society.

d) Sex Role Spillover elaborates on the "carryover into the workplace of gender-based expectations about behavior". This model hypothesizes that if the sex-ratio in a workplace is skewed in either direction, sex spillover can occur. If women work in a male-dominated area, they tend to be treated as female first and as an employee second, since their gender is perceived as their most outstanding feature. When women work in traditionally female work environments, their positions or duties tend to take on characteristics of the feminine sex role and the expectations of the job and expectations of women's behaviour in general become blurred.

e) The Legal Model delineates sexual harassment into two areas: quid pro quo and hostile environment. The quid pro quo (also known as bargain situation or sexual coercion) situation occurs when sexual favors are demanded in exchange for job opportunities and/or when refusal of such favours brings direct economic consequences or retaliation in the form of unfavorable workload expectations, unrealistic work appraisals, relocation, demotion or firing. This type of harassment need not necessarily be repeated according to the law, but while the overt act may be singular, it tends to be covertly sustained thereafter through coercion, intimidation or allusion to the overt behaviour through jokes, plays on words or stories. The hostile environment (also known as course of conduct or sexual annoyance) concept, while not exclusive to the quid pro quo definition, is a systemic, persistent condition of a work situation that occurs when sexual communication styles or touching continually occurs in the workplace. The sexually related conduct is hostile, intimidating, or offensive but rarely has any direct link to tangible job benefit or harm.

f) The Sexual Harassment as Abuse of Power Model defines sexual harassment as either an abuse of role or sexual power. This model investigates the kind of power being abused when incidents of sexual harassment occur including: 1) achieved power (power earned through some type of effort - information, money, or position); 2) ascribed power (intrinsic power - an individual's gender or ethnicity); 3) gender power - when ascribed and achieved power is combined, one's biologically determined sexuality as well as one's physical size and strength become sources of power; and 4) situational power (power which may occur in one situation, but not in another). Tokenism tends to occur when a 'we/they' environment is formed against an individual who is in the minority by some ascribed or achieved characteristic.

This model also posits some reasons for sexual harassment occurring, including abuse of power to obtain sexual favours; sex used to obtain power; power used to decrease the power of the survivor; a personal crisis in the life of the harasser; sexual attraction gone wrong; genuine deviance; and finally a genuine attempt to create new rules for new roles. Within this framework as well can be seen the 'hierarchy' of sexual harassment levels as derived from the work of Fitzgerald et al. (as cited in Paludi, 1990) namely:

Table 4 Gender harassment	Generalized sexist remarks and behavior not necessarily designed to elicit sexual cooperation, but to convey insulting, degrading or sexist attitudes about women
Seductive behavior	Inappropriate and offensive sexual (physical or verbal) advances. Although such behaviour is unwanted and offensive, there is no penalty explicitly attached to the women's negative response
Sexual bribery	Solicitation of sexual activity or other sex-linked behaviour (e.g., dating) by promise of rewards
Sexual coercion	Coercion of sexual activity, or other sex-linked behaviour by threat of punishment;
Sexual imposition	Sexual imposition (e.g., attempts to fondle, touch, kiss or grab) or sexual assault

2) The organizational perspective.

In bringing the definition of sexual harassment from research to the business world, it becomes more behaviourally defined. In the public and private sector it is generally agreed that sexual harassment has certain characteristics including but not limited to: verbal abuse; unwelcome remarks, jokes, innuendoes or taunting about a person's body, attire, age, marital status, etc.; leering, touching or any unnecessary contact or gestures including touching, patting, pinching, hugging, or punching; practical jokes which cause awkwardness or embarrassment; the display of pornographic, offensive or derogatory material; unwelcome invitations or requests - whether indirect, explicit or intimidating; the invasion of personal space; demands for sexual favours; sexual assault and rape, or any threat of retaliation or actual retaliation for any of the above. Definitions utilized by organizations for their policy and procedure manuals not only specifically mention behaviours, but also tend to speak of the reaction of the survivor to sexual harassment. For example, the Canadian Union of Public Employees, stated their definition of sexual harassment in their FACTS magazine in 1987 stating that it is

> "a form of emotional extortion, [an] attack on a person's personal integrity, abuse of power or position, used to intimidate victims into submission, to demean them or to adversely affect their working future. Often repetitive, always humiliating, and always damaging to the victim's health and psychology, differs from flirtation in that it is not welcome and not mutual (Facts/Canadian Union of Public Employees, 1987).

These types of very specific behavioural definitions provide guidelines as to the identification of harassment behaviours on the job as well as how a survivor of sexual harassment may react.

It is important to differentiate between sexual harassment and mutually consenting relationships in the work environment. The usual criterion for discriminating between sexual harassment and office romances are that the latter is based on informed consent between two adults. Sexual harassment is a power based set of actions that are imposed on an unwilling victim.

B) Developing a Definition

1) Some Factors to Consider

As can be seen from above, little agreement has been reached on how to define sexual harassment. This often poses great difficulties when someone wants to study or discuss the issue - or if they want to create a definition for their organization that will aid in establishing an effective policy. Sexual harassment appears to be a phenomenon that occurs in most environments including the public and private sectors, religious institutions, and in academia. Initially, survivors of sexual harassment were left to fend for themselves. But just as sexual assault and battering have been taken from the realm of personal problems to a more social (and legal) context, so too has sexual harassment in recent years. And again, similar to the crimes of sexual assault and battery, sexual harassment is being taken from the realm of sex and conceptualized in the light of a power continuum. However, whereas sexual assault and battery have specific legal definitions, sexual harassment has remained a hazy and ill-defined concept.

In creating a definition for your organization, here are some pertinent questions you must answer:

- how broadly/narrowly you want to define sexual harassment?
- how is sexual harassment different from mutually consenting work/love relationships?
- is it necessarily sexual in nature? i.e., is sexual harassment about sex or about power dynamics
- can sexual harassment only occur between a 'boss' and a 'subordinate'? Or can it occur between peers?
- can men be sexually harassed?
- can it occur between members of the same sex?

2) Examples of Definitions from Business and Academia

1989 Supreme Court of Canada Decision (Janzen et al. v. Platy Enterprises Ltd. et al) - any sexually oriented practice that endangers an individual's continued employment, negatively affects his/her work performance or undermines his/her sense of personal dignity. Harassment behaviour may manifest itself blatantly in forms such as leering, grabbing, and even sexual assault. More subtle forms of sexual harassment may include sexual innuendoes, and propositions for dates or sexual favours

Alberta Human Rights Commission - ...unwanted sexual advances, unwanted requests for sexual favours, and other unwanted verbal or physical conduct of a sexual nature constitutes sexual harassment when:
* submission to such conduct is made either explicitly a term or condition of an individual's employment, tenancy, or the receipt of service
* submission to or rejection of such conduct by an individual demonstrably affects that individual's employment, tenancy, or receipt of service.

Petro Canada - any behaviour that is sexual in nature and unwanted (e.g., leering, pinching, patting, remarks). Specifically, any conduct that might be perceived as placing a condition of a sexual nature on getting or keeping a job.

Canada Labour Code - Any conduct, comment, gesture or contact of a sexual nature that is likely to cause offense or humiliation to an employee or might, on reasonable grounds, be perceived by that employee as placing a sexual condition on employment or any opportunity for training or promotion. Sexual Harassment, by definition, is both coercive and one-sided.

Fitzgerald - Sexual harassment consists of the sexualization of an instrumental relationship through the introduction or imposition of sexist or sexual remarks, requests or requirements, in the context of a formal power differential. Harassment can also occur where no such formal differential exists, if the behavior is unwanted by or offensive to the woman. Instances of harassment can be classified into the following general categories: gender harassment, seductive behaviour, solicitation of sexual activity by promise of reward or threat of punishment, and sexual imposition or assault.

III. SEXUAL HARASSMENT POLICIES

A) The Components of an Effective Sexual Harassment Policy

A thoughtfully written sexual harassment policy and procedure that is widely disseminated, arguably constitutes the best legal protection that may be available and may reasonably be expected to provide a preventive influence as well. To ensure effectiveness, an organization should initiate programs as a preventative measure and not merely as a means of crisis management. That is to say, policies and procedures should not be created in response to a sexual harassment complaint. Make your organization's position on sexual harassment a matter of record. Ensure that the definition and policies regarding sexual harassment are written in terms that all employees can understand. The language should be simple, direct, and non-gender biased.

An effective policy should include both informal channels (such as mediation) and more formal avenues which are impartial and confidential, and protect the complainant and witnesses against retaliation. The policy statement must give clear directions on how to register a complaint and who to turn to for assistance (preferably more than one person/gender to ensure there is someone the complainant is comfortable approaching). The policy should also be clear that a complainant has the right to a prompt and impartial investigation that protects both the complainant from retaliation and observes the rights of the alleged harasser. Included as well should be procedures that aim to keep the complainant informed and involved in the procedures (including sanctions). The policy should outline possible resolutions, including both disciplinary measures for the perpetrator, as well as noting any available resources for the survivor (e.g., employee assistance programs, counselling, women's centres, etc.) It should be clearly stated that any resolution should leave the survivor's life as intact as possible (i.e., that the consequences of the investigation primarily lie with the perpetrator).

> And my harassers were coming around every day to visit me. Making little subtle snickers and glances at me and you know, ha ha ha, "look what happened to you".

An effective policy on Sexual Harassment should:

o indicate that sexual harassment exists, that it is sexual discrimination and not merely isolated incidences of misconduct and further, acknowledge that the work environment is damaged by sexual harassment.

- be developed through input and/or feedback from ALL levels of workers, and be applicable to ALL staff. If the organization has unionized workers, the union must be a clear and committed partner to the development of the policy and should participate in the mediation and investigative processes;

- be understood and supported by top management and all union representatives in efforts to control sexual harassment. In fact, since managers or co-workers can be guilty of sexual harassment,your policy should state that everyone is obliged to comply but that managers have an especially strong obligation to deal with complaints and to take action to encourage a harassment-free environment;

- provide a clear WRITTEN definition of sexual harassment that refers to a full range of harassment from subtle innuendos to assault;

- not only state that every employee is entitled to employment free of sexual harassment, but that the employer will make every reasonable effort to ensure that no employee is subjected to it;

- ensure that investigators are appointed who are well-respected, credible and neutral;

- encourage employees to come forward with complaints. Management, through its reaction to sexual harassment and the structure of the policy, demonstrate a full commitment to creating a work environment free of Sexual Harassment ;

- state that any complaints received MUST be attended to promptly and fairly;

- clearly outline the complaint procedure, including specifics of how to file a complaint (i.e., who can an individual talk to or file a complaint with?) Many policies provide several individuals whom complainants may seek - these individuals tend to be neutral and/or of high rank - the choice is given to the complainant to select the individual he/she feels is most neutral;

- discuss confidentiality - investigation must be as confidential as possible with information given only on a need to know basis (i.e., that the complainant's name or specifics of the complaint will not be disclosed except where necessary for the purposes of an investigation or for fulfilling disciplinary measures);

- note the importance of documentation - any and all communication should be backed up with written documentation of the events that transpired. Documentation, other than disciplinary action, should not appear in personnel files. Be aware that all documentation may be subpoenaed for court use if the complainant chooses to take that route;

- state that employees have the right to file a complaint with the Human Rights Commission if they have been sexually harassed on the job;

- provide assurance regarding non-retaliation against the complainant;

- outline minimum and maximum disciplinary actions that may be taken. Some disciplinary measures include: letter of reprimand; letter of apology to the complainant by the harasser; formal referral for counselling; suspension; transfer; termination; paid counselling for the complainant or transfer of the complainant. It is imperative that any action taken be done with the least amount of trauma to the complainant.

- provide recommendations regarding training to all workers about the policy
REMEMBER PREVENTION IS BETTER THAN CURE - PREVENTION SHOULD PROVIDE THE BASIS OF A SEXUAL HARASSMENT POLICY

B) An Example of a Policy

Although there are essential elements to a sexual harassment policy, every organization will have a unique way of depicting its own policy. A generic outline for your own sexual harassment policy has been provided. In it are the very basic components - it is up to you to enhance the policy in the way that your organization prefers. Much of the information for the definition and investigative procedures can be gleaned directly from this handbook.

DRAFT FOR SEXUAL HARASSMENT POLICY

CONTENTS

1. Purpose and Scope
2. Definition
3. Principles of the Investigation of Sexual Harassment
4. Roles and Responsibilities
5. Administration and Evaluation

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1. PURPOSE AND SCOPE

1.1 This organization is committed to the policy of providing a workplace that is conducive to productivity where there is freedom from sexual harassment.

1.2 This organization recognizes that:
a. every employee is entitled to work in an environment that is free of sexual harassment; and
b. sexual harassment can compromise the integrity of the employer-employee relationship and endanger employee well-being and job performance.

1.3 This organization will make every reasonable effort to ensure that no employee or prospective employee is subjected to sexual harassment.

1.4 This organization will take such disciplinary action as it deems appropriate against any person in its employ who subjects any other employee or client of this organization to sexual harassment.

2. DEFINITION OF SEXUAL HARASSMENT

2.1 definition

2.2 provide behavioural examples

3. PRINCIPLES OF THE INVESTIGATION OF SEXUAL HARASSMENT

3.1 outline investigative procedure

3.2 forms

4. ROLES AND RESPONSIBILITIES
    4.1 roles and responsibilities of management/sexual harassment policy designates

    4.2 roles and responsibilities of employees

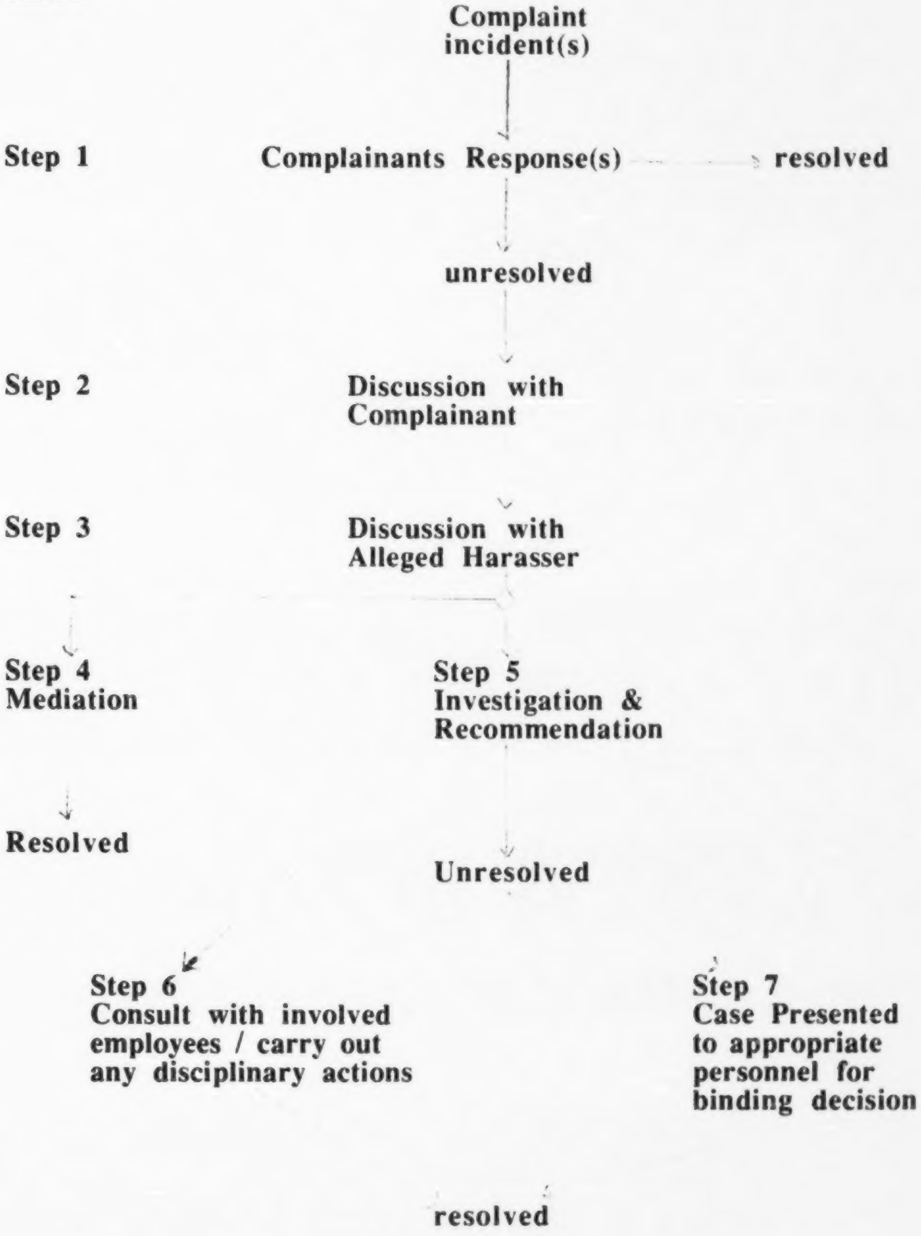
    4.3 roles and responsibilities of complainant

5. ADMINISTRATION AND EVALUATION
    5.1 Responsibility for the administration and evaluation of this policy rests with __________.

IV. COMPLAINT RESOLUTION

A) Flowchart of the complaint resolution procedure

Table 5


Complaint incident(s)
Step 1
Complainants Response(s)
resolved
unresolved
Step 2
Discussion with Complainant
Step 3
Discussion with Alleged Harasser
Step 4 Mediation
Step 5 Investigation & Recommendation
Resolved
Unresolved
Step 6 Consult with involved employees / carry out any disciplinary actions
Step 7 Case Presented to appropriate personnel for binding decision
resolved

B) The Investigative Steps

STEP 1 - Response of the Complainant

As part of sexual harassment training, employees should be advised that if they feel they are being sexually harassed, they should first let the person who they feel is harassing them know that they find the behaviour unacceptable;

In confronting the harasser, the complainant should cite the specific behaviours that they found unacceptable, how it made them feel, and that the behaviour must cease or they will proceed with the next level of complaint (i.e., will consult with the sexual harassment advisor).

> Why didn't I get up and leave? Why didn't I tell them that I didn't like what they were saying and I wanted them to stop? I had never been brought up that way. I was never told to ... I'm just not that assertive. Even now when I know that's what I was supposed to do, I still can't say it when it happens to me. Because I've been harassed since and I still can't say, "I don't like what you're saying, when you say this to me, I feel da da da da da, and I don't like what you're saying and I want you to stop. And if you don't stop I'll formalize a complaint against you."

Some people may feel more comfortable writing a letter to the perpetrator, rather than confronting him/her face to face. Some ideas about what the letter should contain include:

- identify the behaviour as harassing
- a factual account of the harassment (i.e. times, dates, events)
- how the person felt about the harassing events
- how the person feels now about the harassing events
- what the person would like to see happen.

The letter should be either delivered in person or by registered mail. No copies, other than one for the writer should be made (i.e. a copy should not be yet sent to management or the union).

The employee should attempt to provide documentation i.e., time(s) of incident(s); what was said; if witnesses were present and if so, who; how it made the complainant feel; if/how it has affected job performance;

STEP 2 - Laying a Complaint

The complaint should be presented to either a direct supervisor or to one of the individuals cited in the Sexual Harassment policy;

When receiving a complaint, you should

- DOCUMENT EVERYTHING!

- thank the complainant for bringing the complaint to your attention

- act immediately and fairly

- assure the complainant that the matter will be taken care of. Provide information on the policy (i.e., discuss the options within the policy [mediation, investigation routes], deadlines, availability of resources [employee assistance program, human rights commissions], etc.)

- explain about confidentiality and its limitations, (i.e., what happens with the file, etc.)

- be sympathetic, do not express commitments or opinions, DON'T JUDGE!

- utilize good communication skills like:

  o clarification of facts and feelings - e.g. Now, correct me if I'm wrong, but were you saying that you felt too frightened to ask him to stop?
  o reality statements - e.g., It's my role to provide you with information on our policy, but it's up to you to decide how you want to proceed.
  o supportive statements - e.g. It sounds pretty unsettling to be asked to make a decision without any guarantees of how it'll work out.
  o action statements - e.g. Now we need to talk about all your options as an employee of this organization.

- ask facts e.g., did they first try talking to the accused and let him/her know that their behaviour was unacceptable? If/how the sexual harassment changed their work environment?

Step 3 - Discussion with Alleged Harasser

The investigator should inform the accused that a complaint has been laid and an interview should be conducted to get their perspective of the situation and;

- ensure they understand the definition of harassment

- explain the policy. If the complainant has chosen mediation to resolve the situation, explain the procedure and let him/her know that if the situation is not resolved that an investigation will still take place

- notify them that retaliation against the complainant is illegal and will be taken seriously. As well, it should be made clear that the work environment will be monitored to ensure the protection of the complainant

- ensure they are aware of all resources (employee assistance programs, etc.)

It is a good idea to write a letter outlining what will be discussed within the interview. After the interview, ask if there are any further questions or if further clarification is needed. Have them sign the letter and provide them with a copy.

Step 4 - Mediation

If the complainant is willing, the investigator can consider the option of providing mediation between the complainant and alleged harasser. This meeting should only be conducted if the investigator believes he/she has a good chance at resolving the situation and that he/she deems that the meeting would not be psychologically detrimental to the complainant

Mediation is an informal means of recitifying sexual harassment claims, whereby the complainant can participate in the resolution and maintain some control of the situation. Mediation can be effective in resolving the complaint and educating the harasser. The main benefits of mediation are:

- less stress for the complainant in that resolution of the complaint is often faster with mediation and confidentiality can be maintained.
- a greater chance for the two parties involved to create a new, better working relationship since the aim of mediation is education, not punishment.
- in asking the two parties to try to arrive at a mutually agreeable outcome, mediation can develop communication and negotiation skills, as well as empowering the complainant.

If the decision to proceed is made to conduct this meeting

- allow each participant to bring a support person, if desired.
- keep it structured, and be aware of the underlying power dynamics of sexual harassment
- discontinue immediately if emotions 'run too high' or if you realize that the situation will not be resolved

If not resolved at this stage, proceed to STEP 5

STEP 5 - Commencing The Investigation

Monitor the work environment of the complainant to protect complainant (keep it discreet)

Notify your supervisor that you are conducting an investigation. Keep him/her informed

Enlist resources e.g., interview co-workers, review records especially of past employees in the area or those who worked with alleged harasser, speak to company legal counsel if necessary

If your findings support the complainant's charges

- consult the policy for disciplinary action and make recommendations for appropriate consequences

If you cannot clearly make a decision, proceed to Step 7.

Step 6 - Meeting with involved parties

- meet with complainant and the perpetrator to explain, in general terms, the findings of the investigation

- explain to them their right to take the case to a higher level (or to the human rights commission or a lawyer)
- carry out any disciplinary action.

STEP 7 - The Buck Stops Here

Investigator presents case to designated adjudicator for final written and binding decision

C) Some Suggestion Resolutions

> And I said that I wanted an apology from my supervisor and my manager from the last department. I don't want lip service, I want them to understand that what they did was affecting me.

It is important that the remedies within the policy are clear and commensurate with the level of violation. It is imperative that any action taken be done with the least amount of trauma to the complainant. Some suggestions for resolutions include:

- attendance at sexual harassment workshop for harasser;
- letter of reprimand;
- letter of apology to the complainant by the harasser;
- formal referral of harasser for counselling;
- suspension;
- transfer;
- termination;
- paid counselling for the complainant;
- transfer of the complainant

D) Understanding The Complainant

> So this other guy comes back out of his office that walked by me, comes up behind me, puts his hands on my shoulders, starts to kiss my neck, blow in my ear, and then I mean my initial response was to joke with him, like I didn't know how to get rid of him so I said, "you'd better stop that or I'll pull you into the examining room" (laughs) yeah, I mean, it's something that I wouldn't say now, but it's how I reacted to it and then he ran, then he took his hands off my shoulders and ran them down my breasts and I had to take his hands off my breasts. And then everybody cleared. I mean there was two doctors, which were my two bosses and there was a receptionist and a nurse and everybody cleared, because I think everybody realized that this was over the, over that boundary, that line.

As part of the development of this handbook, several women were interviewed about their being sexually harassed. It was evident from the results of the data that while each woman had a unique experience, that commonalities also occurred. In fact, the phases that women passed through were quite similar to those individuals who are victims of crime. Following are the four stages (first posited by Salisbury et al (1985)), and slightly modified to express the stages that women who have been sexually harassed tend to experience. The fifth section, entitled 'social consequences' are challenges to resolution that occur concurrently with the prior four stages.

Table 6

Stage 1 - Confusion/Self-Blame

Stage 2 - Fear/Anxiety

Stage 3 - Depression/Anger → Social Consequences

Stage 4 - Disillusionment/Self Growth

Following is a brief summary of each of the major stages on the path to resolution when sexual harassment is experienced. It is important to note that we are human beings, and rarely fit into tidy, neat little compartments. Not every survivor will experience all the noted stages, nor in this specific stated order. Through both the literature and the study, however, this particular sequence of emotions and consequences seems to be most commonly experienced.

> I didn't know what the hell had happened, I felt really guilty about it and I look back now and I think, why didn't I tell my husband what happened? But I guess it was because I felt responsible for it, you know? And at that time I didn't understand power dynamics. And I went in there and was on friendly terms with these guys and I guess I felt that somehow I brought this on myself by being friendlier, that I could've acted differently and therefore I had done something to bring it on and maybe that's why I hadn't told him.

1) Confusion/self-blame - Sexual harassment can be likened to a science experiment where a frog, thrown into a pot of boiling water, will jump out to save itself. However, the same frog, immersed in cold water that is gradually heated to the boiling point, will make no attempt to save itself, and boils to death. The line between acceptable and unacceptable behaviour is so gradually drawn that it is nearly invisible (Mickelson, 1991) Sexual harassment tends to be a series of events, and with each situation, the person being

harassed questions whether she has misinterpreted the situation, believes (hopes) that the harassment will stop, and hopes that by avoiding or denying the situation, that it will merely disappear. When it does not, the victim tends to feel out of control and helpless. Applying the label of 'victim' forces one to see themselves in a negative, passive role. To avoid this, women tend to trivialize harassing events to protect their sense of integrity and invulnerability. This, in conjunction with the lack of information regarding sexual harassment and what can be done to prevent or stop harassment from continuing, only intensifies the reaction.

> I had to wear an alarm to go to work. I was scared of the parking lots, of elevators. The only two safe places to me were my home and my car. I couldn't even get on a bus to go somewhere because I was afraid somebody was going to assault me on the bus or on the street and I was scared to walk out of my house. So I have post traumatic stress disorder, panic and anxiety attacks ... I don't go out. I'm scared of men. I decided that I just want to be alone for the rest of my life. I don't ever want to have a man come into my life because I fear the power and control he might have over me.

2) Fear/anxiety - Fear was not limited towards the harasser, but tended to permeate the survivor's life. Management, the union or others with 'authority' were noted as sources of anxiety. Fear also prevented women from reporting sexually harassing situations - both the fear of retaliation as well as the fear of not being taken seriously. Fear responses tended to become generalized, with participants labelling themselves as agoraphobic and paranoid in some cases. Often the responses to fear led to a decline in work performance and motivation.

> He said that I was tired all the time and I said, "I'm depressed, I'm depressed ... and I'm exhausted from all this abuse."

3) Depression/anger - Once the women realized the power dynamics of sexual harassment - that they were not at fault and that they had lost opportunities through being fired, quitting, or transferring their position, anxiety made a transition to anger. Anger was outwardly directed both at those directly responsible, and towards a system that failed the survivor. Anger also tended to be inwardly directed, resulting in depression, suicidal ideations and lowered self esteem

> And she said, "there's a lady down east and she had to do a blow job on her boss, and she only got thirty five hundred dollars for hurt feelings, so what do you expect to get? ... Either you get snowballed by Human Rights and you accept some pathetic settlement like an apology and a change in employment record or you fight Human Rights, get a lawyer, try to make them do their job and they still screw you.

4) Disillusionment/self growth - All the participants felt hurt and betrayed by a system that re-victimized them. Often when women report being sexually harassed they move from one insufferable position into another. They move from being a 'victim' to being a 'squealer'. Retaliation often occurs - their integrity is questioned, they are ostracized by their co-workers, have lowered performance evaluations; and they often lose their position. Support systems are tested, and many are found wanting. Values relating to fairness, equality and justice are questioned, illusions shattered.

> I feel as though I've learned a lot from the process. I used to be really intimidated by lawyers, well, I was involved with lawyers and I even got to fire one, you know, and that was quite empowering. And I found out there were lousy lawyers, just like there's good lawyers. But of course I'd always had the assumption that all professionals were good, so that was another illusion that was shattered but at the same time it empowered me. I got involved with politicians and with the government and I'd never been involved with any politicians before and I learned a lot about the government. I learned a lot about human rights. I learned a lot about myself through the process. And I just don't' think, I don't feel like I'm a loser here. I remember it was just a few months before I'd decided to drop the complaint and I was walking around and I had just visited one of the politicians I was involved with that I was trying to get to help me and this thought came though my head was that, "You're the winner here, and you've won". And I think the winning was standing up for myself and not being a victim anymore.

With time, and healing, 'victims' became 'survivors'. Participants reported that while the experience of being sexually harassed was painful, that their recovery brought them wisdom and experience.

> People started insinuating that maybe I was blowing everything out of sight or that maybe it didn't really happen that way or maybe this guy was "just kidding". The people who I thought no matter what I did with my life would always be there were the first ones to run.

5) Social Consequences - Two emergent subthemes were noted that occurred concurrently with the above noted stages. First, a high need for support and validation were noted. However, the participants felt that generally speaking, the reactions of others were not supportive. Those being sexually harassed felt they were being avoided, and reported that they were given advice to the effect that sexual harassment was 'status quo' and basically to 'grin and bear it'. People who have never been sexually harassed or are unaware of its dynamics tend to react to survivors by trivializing or denying the survivors' feelings or experiences; they are often seen as responsible for their situation; further they are often ignored or avoided because they are 'depressed'.

> Well, it's affected a lot of things, because I went from working and $30,000 a year - I went to UIC and from there I went to Welfare and I lost my credit rating, all my credit cards went into default

Secondly, studies show that many who are sexually harassed end up leaving their jobs, through quitting, being fired or transferring positions. The effect of unemployment and job loss seem to intensify the erosion of self esteem of the participants in this study. This effect can be understood in light of the concept where people's self worth and their job are intertwined.

Profile of the 'Victim'

Someone who is sexually harassed

- is not necessarily provocative, young or beautiful
- tends to feel comfortable in traditional female roles (passive) and accepts myth of male superiority. Many survivors have believed that men had the right to pursue women aggressively and that women are responsible for stimulating men's behaviour (i.e., she brought it on herself)

Through a review of the literature, and from the study done for this handbook, the following reactions to sexual harassment may be encountered:

Table 7 Emotional Reactions	Anxiety; shock; denial; anger; fear; frustration; insecurity; betrayal; embarassment; confusion about reality of situation - may minimize or accept reality of harasser; self-consciousness; shame, powerlessness; guilt - may feel they have done something wrong, something to provoke the harassment - may even protect the harasser, isolation; humiliation; alienation; vulnerability
Physical Reactions	Headaches; sleep disturbances; lethargy; gastro-intestinal distress; hypervigilance; dermatological reactions; weight fluctuations; nightmares; phobias, panic attacks; genitourinary distress; respiratory problems; insomnia; nausea; elevated blood pressure; jaw tightness and teeth grinding; binge eating; loss of appetite; crying spells; increases in alcohol or drug usage
Changes in Self Perception	Loss of self esteem; lack of competency; lack of control; isolation; hopelessness; powerlessness;
Social, Inter-Personal Relatedness, and Sexual Effects	Withdrawal, fear of new people or situations; lack of trust; lack of focus; self-preoccupation; changes in friendships/relationships; change in sexual life; sexual disorders; changes in dress or physical appearance
Career Effects	changes in work habits; loss of job or promotion; unfavorable performance evaluations; absenteeism; changes in career goals
Cognitive Effects	being sexually harassed is perceived as threatening because o it interferes with ability to meet financial commitments o the situation is unpredictable, ambiguous and long lasting o it challenges belief system (e.g., that we are invulnerable, that we have control over our future, that the world is 'just' - that good things happen to good people; that the world is safe and predictable o it activates our negative thinking systems (e.g. that we label ourselves as victims) o may trigger past traumas (e.g., incest, sexual assault experiences)

Why don't some individuals who are sexually harassed complain?

> Yeah, because really, there's some times when no one believes you that you start to question, that you were imagining things, you know?

- denial of situation, questioning of self

> And they were very supportive to me on a one on one but when they get in a group and one guy's picking on me, they're all laughing and they're all supporting him. So it's tough, because you feel betrayed

- afraid of the 'brass' - their word against their harassers'

> And sure enough, at nine o'clock, once the clinic had closed, he called me to his office and said, "I'm letting you go".

- fear of losing job

> But the thing was, you know, it was a good paying job and dental plan and health plan and that's really hard to leave. And I was applying, trying to get job to try to find another job, which I would have preferred that and when I quit I was really criticized by a lot of people, friends and different people.

- fear of economic hardship

> The big beef for me was that it started to affect my appraisals. My first year I was told that I wasn't a team player with the operators. Well, guess why? I'm being called this that and the other. I'm being made to feel like I'm not part of the team so how can I be a good team player with the operators? It was funny, in my appraisal they said I was a good team player with other people, with other groups.

- fear of poor performance appraisal

> So I came back and they did give me projects, they gave me their dogs that had been sitting for 2 or 3 years that no one else wanted.

- fear of being given inappropriate or inferior work assignments

> Two years later I am still being ostracized from the industry. Many past co-workers no longer keep in touch, they too are being penalized for knowing me.

- fear of ostracism in work environment

> The guys would walk around the office, they wouldn't look at me, they wouldn't talk to me, I'd say good morning and they wouldn't talk to me. I was shunned so badly in the work environment. Within about a week everybody knew that I had laid charges for sexual harassment in the work environment. Nobody was talking to me.

- fear of non-confidentiality

> I'm glad she did the investigation because the investigation validated me, that you know, before that, even Human Rights did not believe me at all. They thought I was just making it up and when she investigated, she validated me that what I said was true and that I wasn't imagining things and I wasn't lying and so it says to me, well, I'm not nuts you guys, you know?

- fear of not being taken seriously

> Because they were saying that I had never proved the there was harassment or a poison environment and that in order to do so we need a thorough investigation. What would they do? "Excuse me, sir, did you stare at this woman's breasts?" "Of course I did." Plus management wanted to know, did harassment occur? Was there a poison environment? And how much did that affect your work? Well, how are you going to measure that?

- fear of revictimization

E) Understanding the Perpetrator

"Research has what I see as one shortcoming: it focuses on our reaction to harassment, not on the harasser. How we enlighten men who are currently in the workplace about behavior that is beneath our (and their) dignity is the challenge of the future." - Anita Hill

A sexual harasser is usually someone who

- has a belief system that includes:
  1 - negative attitudes towards women
  2 - a set of beliefs about women which reinforce, complement or justify the prejudice and involve an assumption of inferiority - these are the stereotypes - well-learned, widely shared, socially validated generalizations about women's nature or attributes. The most common myths are:
    - sexual harassment is a form of seduction (woman as seductress/man as slave to sexual drives)
    - women secretly want to be forced into sex (no really means yes)
    - women do not tell the truth (see above)
  3 - overt behaviours that achieve separation from women through exclusion, avoidance or distancing - behaviours that define discrimination in face-to-face situations (Lott, 1991)
- is married, older than the victim, white, and who is likely to have harassed other women at work as well.
- is very susceptible to peer pressure
  - believes in traditional male roles (both socially and sexually)
  - feels alone or alienated
  - shut off from feelings
  - heavy denial

- project fault
- minimizes own responsibility - "they asked for it " myth
- usually has issues surrounding control, especially of emotions FEELINGS = VULNERABILITY
- insensitivity to perspectives of others
- usually unapproachable with regard to feelings
- may firmly believe they are sincere, if not slightly misguided versions of 'father knows best'

> Managers were coming back to me saying, "we could've told you to stay away from him."

Dziech and Weiner in their book "The Lecherous Professor" identified several types of harassers in the academic world. Similar profiles can be found in the work environment including

o Public harasser - engages in flagrant sexist, seductive behaviour. Rarely acts overtly, rather he engages in telling off-color jokes, is sarcastic, and exhibits other intrusive behaviours. Is often seen as the 'informal' boss - one that spends lots of time with subordinates and is a contrast to a more authoritarian style of management.

o Private harasser - tends to be formal and conservative, often to the point of being intimidating. Utilizes power dynamics to harass.

o Counselor/helper - With the role of nurturer/mentor, the harasser uses the information gained while being the victim's 'shoulder to cry on' to seduce and exploit. The victim is initially flattered by his concern.

o Confidante - readily shares personal information and invites subordinates to do the same. Victim becomes engaged in unwanted emotional intimacy and often feel obligated to 'help'.

o Intellectual Seducer - uses knowledge as power. Often coerces others to reveal information that is later used as seduction strategy.

o Opportunist - Uses or creates unusual settings or circumstances to harass. For example, the opportunist harasser may create the need for the victim to work late for a special project to get her alone, or may touch the victim inappropriately while using the guise of teaching her how to complete a task.

o Power Broker - Uses position to obtain sexual 'favors' - takes the form of promises of reward (promotion, raises) or threats of punishment (bad work evaluations, firing). Behaviour may be overt or very subtle (Dziech and Weiner, 1984).

V. TRAINING CONSIDERATIONS

A) How to Reach Your Employees

1) Written Materials

Your policy statement must be disseminated to all employees. Remember that your policy will be effective only if employees know about it. Don't bury it in a policy manual. Post it for all employees to see. Publicize it. Train and educate staff. Some suggestions for making the policy more accessible:

- Make sure it is available in various languages used in your workplace
- make it accessible to the visually impaired
- include information about sexual harassment and your policy in employee orientation materials
- require that management, supervisors and union representatives attend workshops on sexual harassment
- provide articles or reports annually on sexual harassment in in-house newsletters, etc.
- utilize brochures and posters at the worksite (coffee areas are especially good as they are usually centrally located)

2) Workshops

Many varieties of workshops exist. With our current economic woes, most organizations have limited training or education budgets. Provided is an outline for a basic workshop that can be modified to 'fit' most organizations. Some organizations find it helpful to split training into two overlapping formats - one for general employees and another for management and supervisors. They are basically similar in nature but the latter workshop focuses on the 'how-to's' of the investigative procedure.

OUTLINE FOR SEXUAL HARASSMENT WORKSHOP

WHAT IS SEXUAL HARASSMENT?

1 scenarios for discussion

2 myths about sexual harassment

3 creating a definition of sexual harassment

4 why study sexual harassment

  o presentation of incidence rates

  o organizational ramifications of sexual harassment

YOUR SEXUAL HARASSMENT POLICY

5 presentation and discussion of policy

6 how to confront sexual harassment

  - one to one confrontation (in person and by letter)

  - example of investigation using flowchart

7 discussion of resources

CONCLUSION

8 open forum - questions, reactions, conclusion (summary)

9 evaluations

Following are some samples that can help 'flesh out' areas of your workshops

WHAT IS SEXUAL HARASSMENT?

1 Scenarios for discussion

Example 1

You have just started a new job after completing your B.Comm. degree. On your first day at work you are met by your supervisor, who shows considerable interest in your degree and your ideas for your new job. You are flattered by his interest and agree to discuss your concepts over lunch in the company lunchroom. Although you try to keep the conversation on a professional level, your supervisor keeps it social - attempting to glean private information from you. You also notice that he keeps paying special attention to you - opening doors and pulling out your chair - touching your shoulders and arms in the process. During lunch he keeps rubbing your knees with his. You feel uncomfortable but say nothing. He asks you to meet him after work on several occasions, but you politely decline, offering various excuses. You no longer go for lunches with him but attempt to keep a polite, but distant, tone in your voice when speaking with him. He begins to press harder for you to spend time alone with him - inviting you to attend an important training seminar in another city - the only catch being that you and he will be the only ones from your organization attending. You decline, citing how you feel uncomfortable with his manner, providing several examples of his behaviour and you ask him to back off. He listens to you, responding with surprise, stating that he never meant anything by his attention, other than having a professional interest in your career. You begin to notice that your work assignments tapering off and the ones you are given are not challenging. A co-worker, much less experienced than you, is promoted by your supervisor, resulting in even fewer and worse work assignments. You receive your semi-annual evaluation. Your supervisor has noted in it that you seem to have lost motivation and that the quality of your work has dramatically dropped, so much in fact that he no longer considers you with any management potential. You are outraged. You set up an appointment to see your supervisor. When you meet with him, he shuts the door, moves towards you and puts his arms around you. He says that you'd better recognize who holds all the cards for your future - only with your full cooperation will you ever go anywhere in your organization. You try to push him away but he holds you even tighter. There is a knock on the door, he releases you and you open the door and hurry out of his office.

questions for discussion

- is this sexual harassment? why or why not?
- if this is sexual harassment, at what point in the scenario did it begin?
- does the supervisor have a responsibility to behave differently?
- Did you have a responsibility to behave differently?

Example 2

Barbara is called into her supervisor's office to discuss her performance evaluation. He shuts the door, puts his hand on her shoulder and tells her that this evaluation is not at all good, despite her favorable evalution during her first six months at her job. She begins to cry. He puts his arm around her and hugs her.

questions for discussion

- Is this sexual harassment? why or why not?
- does the sex or sexual orientation of the supervisor make any difference in your evaluation of the situation?

Example 3

Joan is attending an in-house training seminar on sales. Bob, the instructor, uses a lot of high energy and humour to make his points. At several points in the slide presentation, he has slipped in photos of nude women to either illustrate sales techniques or just 'to ease stress'.

questions for discussion

- is this sexual harassment? why or why not?
- what, if anything, should Joan do?

2 Myths about sexual harassment

Directions: for each of the following statements, indicate true or false

1. sexual harassment occurs only to women
2. women often claim sexual harassment to protect their reputation, or because they were spurned by their boss (the fatal attraction syndrome)
3. A woman can stop being sexually harassed if she wants to.
4. Any woman may be sexually harassed
5. Many woman claim sexual harassment if they have consented to sexual relations but have changed their minds afterwards.
6. Women put themselves in sexually harassing situations because they have an unconscious wish to be harassed.
7. Most sexually harassed women deserve what they get.
8. Most women who have been sexually harassed usually have some adverse emotional, physical, or mental reactions.
9. Sexual harassment is innocent flirtation and most women are flattered by it.
10. Sexual harassment can only be deemed to have occurred if the woman actively protests it.
11. Being sexually harassed tends to affect ones career.
12. Most men and women are in agreement as to what would constitute sexual harassment.

Answer key: 1) F; 2) F; 3) F; 4) T; 5) F; 6) F; 7) F; 8) T; 9) F; 10) F; 11) T; 12) F;

3) creating a definition of sexual harassment

4) why study sexual harassment
  - o presentation of incidence rates
  - o organizational ramifications of sexual harassment

YOUR SEXUAL HARASSMENT POLICY

5) presentation and discussion of policy

6) how to confront sexual harassment
  - one to one confrontation (in person and by letter)
  - example of investigation using flowchart

7) discussion of resources

It is important to be aware of various resources available within the organization and the community. If your organization has an employee assistance program, utilize it in policy development, sexual harassment investigations, and disciplinary actions.

ROLE OF THE EMPLOYEE ASSISTANCE PROGRAM (EAP)

WHAT EAP'S DO

- EAP representative can act as a support person
- can aid individual in developing alternatives for action, looking at options
  - problem solving and evaluation of choice
  - assertiveness training
- can be used as part of the disciplinary action as a formal referral for the harasser
- provide training on sexual harassment

WHAT EAP'S DON'T DO

- do not conduct investigations
- do not provide information on clients who are being sexually harassed

CONCLUSION

- open forum - questions, reactions, conclusion (summary)
- evaluations

SESSION EVALUATION

PLEASE COMPLETE THIS QUESTIONNAIRE AND RETURN IT TO THE PRESENTER BEFORE LEAVING

1. How confident are you now that you could recognize a sexual harassment situation?

   1 2 3 4 5 6 7 8
   not at all very much

2. How confident are you that you would be able to handle a sexual harassment complaint according to your policy?

   1 2 3 4 5 6 7 8
   not at all very much

3. What questions do you have that were not answered in the session?

   ____
   ____
   ____
   ____

(if follow up is desired, please leave your name and phone number)

4. Did you find the presentation worthwhile?

   1 2 3 4 5 6 7 8
   not at all very much

5. Was the material presented in an interesting manner?

   1 2 3 4 5 6 7 8
   not at all very much

6. Will the material be useful to you?

   1 2 3 4 5 6 7 8
   not at all very much

7. Was there enough opportunity for participation?

   1 2 3 4 5 6 7 8
   not at all very much

8. Was the presentation well organized?

1 2 3 4 5 6 7 8
not very very organized

9. Did the instructor keep your interest?

1 2 3 4 5 6 7 8
not at all very much

10. What was the LEAST beneficial part of the session (please be specific)?

____
____
____
____

11. What was the MOST beneficial part of the session (please be specific)?

____
____
____
____

12. Other comments? suggestions?

____
____
____
____

VI. EVALUATION

A) Evaluation as a Process

Ongoing evaluation of each part of your policy will aid in its efficient operation. As the policy, and its investigative procedures, are tested and refined, employees will feel more comfortable in resolving sexually harassing situations. Further, through education, the organization as a whole should become better educated about sexual harassment. Through these efforts, then, your work environment (and productivity) should improve.

In the previous section, a session evaluation form was provided. The information provided from the completion of these forms can be used to refine both the information presented and the presenter's performance. Evaluating the efficacy of the investigative procedure may be a little less straightforward. A confidential interview or letter approach may be utilized to gain information from those involved in the investigative process including the complainant, the alleged perpetrator and the investigative personnel.

VII. RESOURCES AND RECOMMENDED READINGS

A) Resources in the Edmonton Area

Alberta Advisory Council on Women's Issues
1004, 10010 - 106 Street
Edmonton, Alberta
T5J 3L8
422-0668

Alberta Human Rights and Civil Liberties Association
502, 10136 - 100 Street
Edmonton, Alberta
T5J 0P1
421-0846

Alberta. Human Rights
801, 1011 - 109 Street
Edmonton, Alberta
T5J 3S8
427-7661 (Edmonton)
297-6571 (Calgary)
1-800-432-1838 (toll free number within Alberta)

Canada Human Rights
401, 10506 Jasper Avenue
Edmonton, Alberta
T5J 2W9
495-4040 (Alberta)

Canadian Advisory Council on the Status of Women
270, 220 - 4th Avenue S.E.
Box 1390, Stn. M.,
Calgary, Alberta
T2P 2L6
292-6668

Distress and Suicide Line
424-4252

Edmonton Working Women
#30, 9930 - 106 Street
Edmonton, Alberta
T5K 1C7
429-3370

Lawyer Referral Number
1-800-332-1110

Sexual Assault Centre
2nd floor, 10179 - 105 Street
Edmonton, Alberta
T5J 3N1
423-4102

B) Recommended Readings/References

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VI. DISCUSSION AND DIRECTIONS FOR FURTHER RESEARCH

For a phenomenon that has only recently had light shed on it, sexual harassment has engendered a great deal of debate. Some of the literature compares sexual harassment to other crimes of power, other models emphasize the sexuality of the experience. Clearly, however, much of the literature, following the mores of our culture, lays the blame for sexual harassment forcefully on women. And even when a woman can convince everyone involved that it did occur, and that the blame is not hers, the fall out from the revictimization again usually affects the woman - psychological, emotional and physical stress, job transfer or unemployment are common consequences for women who are sexually harassed. For women to succeed in today's work environments, both education and effective policy development need to occur. It was clearly evident from the data gathered that many of the definitions provided from academia and the business environment are sorely lacking. The Natural/Biological model that was posited, for example, is an affront to both genders by implying that we solely respond to our hormones. What was shown was that each definition showed a facet of what sexual harassment is. The Sexual Harassment as Abuse of Power model, seemed to reveal the most facets, and is was through this perspective that the phenomonen was most clearly viewed.

Therefore, this thesis had two goals - first, to conduct a qualitative study on how sexual harassment affects the lives of those who endure sexually harassing situations. The second aim was to construct a handbook that could be utilized by organizations to develop effective sexual harassment policies. In meeting both these goals, I hope this adds to our understanding of the phenomenon of sexual harassment. However, there is still much to be done. Some areas for further research include:

- what factors exacerbate working environments, making them more conducive to acts of sexual harassment
- how effective policies are in reducing sexual harassment
- how effective training is in reducing sexual harassment - is it more effective to educate women on how to react to sexually harassing situations or educate supervisors on how to conduct investigations (proactive or reactive education)
- development of effective therapeutic strategies for both the survivor and the perpetrator of sexual harassment
- creating criteria for differentiating between mutually consenting office romances and sexual harassment.

Now that we are beginning to clearly understand the dynamics of sexual harassment, it is time to educate ourselves on the prevention of this harmful phenomenon.

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APPENDIX A

September 28, 1992

Anita McGregor
c/o Department of Educational Psychology
6th floor, Education Building
University of Alberta
Edmonton, Alberta

Re: Thesis - Sexual Harassment Manual

As part of my program in Educational Psychology (Counselling) I am preparing a handbook for businesses on the topic of sexual harassment as my thesis requirement. As such, I will be conducting a survey of women who have been sexually harassed at the workplace. Participants in the survey will be asked to respond to several questions regarding their sexual harassment experience(s).

In considering whether you would like to participate in this research project, it is important that you are aware of the 'rules' regarding your participation. If you choose to cooperate, you also have the right to withdraw your cooperation to the point of termination of my research. Your responses will remain confidential; they will be utilized to explore common themes among women who have been sexually harassed. With your written permission, specific quotes may be utilized within the handbook, however, any information that is specific to a situation or individual would be changed to protect confidentiality. The general content of the responses will be compared to available literature on the experiences of other women who have been sexually harassed. The combined findings will aid in the completion of the handbook, most notably the sections where the effects of sexual harassment on the survivor will be discussed as well as the section of what measures can be taken to help eradicate sexual harassment from the workplace.

The interview process will take approximately 1-2 hours to complete and hopefully will take place as soon as possible. If you are interesting in participating, please read and complete the release of information form enclosed. Your cooperation in the completion of my thesis is very much appreciated, I believe that your participation will be a vital part of the resulting manual.

Again, my thanks,

Anita McGregor

Release of Information Form

I, ______ ________________, hereby consent to participate in research conducted by Anita McGregor of the University of Alberta, Department of Educational Psychology, in partial fulfillment of her graduate degree. I have read and understood the purpose of my participation and hereby give my permission to utilize the information gained for the purposes of research for the thesis entitled "Sexual Harassment - A Handbook for Organizations".

My participation involves cooperation in a qualitative interview process regarding the topic of sexual harassment. I understand that my participation in this interview is voluntary and confidential. I further understand that I retain the right to withdraw my consent without penalty. I agree that the information that I provide will be utilized to aid in the preparation of a manual on sexual harassment for businesses, but that my identity and specific incidents particular to my experience will be changed to protect confidentiality.

________________________________ ________________________

signature of participant date

----

please note: if desired, the researcher will conduct follow up with the participant to provide results of the research.

follow up desired? yes _____ no ______

Participant information

Name: ________________________________
Address. ________________________________
____
____
Phone: __________________ (home) ______________________ (work)
Age range: 15-29 ______ 30-44 ______ 45-59 _______ 60+ _______

Protocol for Sexual Harassment Experience

Interview questions

1) What is your recollection of the sexually harassing incidents that you experienced (tell me your story of what happened)?

2) How did you feel at the time?

3) How, if at all, was the situation resolved?

4) How do you feel now about your experience?

5) what, if anything, was or would have been helpful to aid you in coping with the experience?

6) Is there anything else you'd like to comment on or add (e.g., what was it like doing this interview, was it hard/easy beneficial/harmful)?

APPENDIX B

Data analysis of a lived experience can be performed in numerous ways. To allow the reader to understand how this particular data analysis was conducted, outlined below is the method that was utilized.

Interviews were conducted in a place in which the participant felt comfortable and safe. Prior to the interview, it was ensured that all the relevant documents were thoroughly explained and signed. We also discussed what would happen to the interview once completed (i.e., how the findings would be used in the thesis and in the handbook). Once the interviews were fully transcribed, I read them in their entirety to gain a global concept of the experiences that were noted. The transcripts were then read again, this time with portions of text being highlighted and themes assigned. This procedure was repeated several times. Subsequent to this, the tentative themes were set up separately and the quotations were assigned a number (each interview was assigned a number and then the piece of text was assigned an ascending number that would appear after the interview number, separated by a decimal symbol [i.e., 1.1, 1.2, 1.3 and so on]). The numbered text was then moved and placed under each theme. An amalgamation of similar themes was conducted. Finally, once the twelve themes were firmly established, they were further conglomerated under five major headings. The twelve themes then became sub-themes within the five major themes.

Following is an excerpt from one of the transcripts, complete with notations that were extracted to identify themes.

I gave up on Human Rights. I continued trying to work with getting something out of WCB. Finally a year later -it wasn't until the Anita Hill - Judge Thomas hearings that the flashback started all over again because of watching that on TV. Everything just came back like this is happening to you right now, like you're right back here in this work environment and there are those men and I kept seeing those faces and I kept hearing their words and feeling the body of this man against me and I would just freak out and scream in the house. I was going insane, I thought. I started a group. I went to Edmonton Working Woman and I said, 'there's got to be other women experiencing the same thing I'm experiencing. Surely I'm not the only one." I was told about Cassie and so I thought, "why don't we get together a support group for women who've been sexually harassed in the work environment. Let's start one." And so we did, we got one going and there were about 6 or 7 of us that used to meet once a week at EWW and we used to come in and we used to talk about the kind of control of men over us and used to talk about our feelings that week and why we were having flashbacks and how it made us feel. I mean it was very therapeutic for a while and we, our group got out there in the public and set up a booth at the Edmonton Women's Show on sexual harassment in the workplace. I made up posters and it was my way of combatting this hell that I'd gone through. To bring an awareness to women. Because I figured that if I didn't know what the hell was going on, other women were in the same boat. Because I felt that surely, I wasn't the only naive woman around. And sure enough I wasn't.

frustration with the system

physical reactions

need for support and validation

need for support and validation

growth/desire to teach

ignorance about sexual harassment